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NEW YORK, OCTOBER 30, 1930

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FLOORS, WALLS AND WINDOWS



FROM these elements, simple and stark, woman, the artist, creates her ideal of home. And to woman, the artist, the advertising of Orinoka Mills drapery and upholstery materials is addressed.

In offering these rich fabrics, we *sell* not alone the charm of individual patterns, guaranteed fadeless to sun and water—by which their cost becomes an investment in permanent beauty—but a creative plan . . . the complete and harmonious furnishing of a room. . . . Window treatment as related integrally to the style of decoration. . . . Upholstery as a means of achieving color accord. . . . Designs and textures that give authenticity to the final effect.

On such a policy has been built the prestige which an excellent product merits. And if, in presenting a service as well as a commodity, we have been instrumental in obtaining the larger sales of Orinoka . . . that, too, is gratifying.

N. W. AYER & SON, INCORPORATED
Advertising Headquarters

WASHINGTON SQUARE, PHILADELPHIA
New York Boston Chicago San Francisco Detroit London

“Standard” Circulation Means . . . Reader Interest

- ✓ ✓ When you buy the “Standard” Unit of Farm Papers you give your dealers what they most desire—circulation plus reader interest. Your goods need, besides distribution, local prestige to hurry the re-sale.
- ✓ ✓ Your dealers will tell you the shortest route for quick turn-over is to use the “Standard” paper in their territory. Repeated tests have proved this reader preference.
- ✓ ✓ You win dealer confidence with the “Standard” list.

THE STANDARD FARM PAPER UNIT

NEW YORK—Wallace C. Richardson, Inc., Eastern Managers
250 Park Avenue

CHICAGO—C. L. Burlingham, Western Manager, Daily News Building
SAN FRANCISCO—917 Hears Building

Eight papers reaching 2,350,000 farm homes

The STANDARD FARM PAPER UNIT



AGROPOLIS—PROSPEROUS AGRICULTURAL AMERICA

PRINTERS' INK

Registered U. S. Patent Office

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VOL. CLIII

NEW YORK, OCTOBER 30, 1930

No. 5

We Put Our Whole Organization to Work Selling

We Asked Everybody Actually to *Create One Sale a Day* and the Results Have Been Remarkable

By Hiram Blauvelt

Vice-President, Comfort Coal-Lumber Co., Inc.

Executives face no dearth of statistics. There are myriads of figures—figures showing the millions who are still at work, the billions of earned income, and so on without end. But statistics and orders are two different things—and orders are admittedly hard to get.

The business is there—but the methods of 1929 won't get it. Why not try something different? Why not put the whole organization to work selling?

The Comfort Coal-Lumber Company did that very thing. The results it obtained are little short of remarkable. Here is the complete story—proof of the fact that business is to be had by going after it.

ABOUT July of last year we pointed our corporate nose upward, sniffed the air, and said: "Don't like the looks of things. Looks as though we're approaching some pretty lean times. Let's study our overhead and expenses a bit."

We did. We rigged ship preparatory to weathering the storm that broke last October.

But retrenching and being ready for "bad business" or "depression" is one thing; what to do about it when it actually arrives is another. Were we going to sit down, fold our hands and stick it out, or would we try actively to do something to counteract conditions?

Reduced to its simplest terms, the easiest and quickest way to lick "depression" in any business is to sell merchandise. But how? With demand falling off, a drop in pay-rolls in our territories, tight mortgage money, and poor collections because of the combination of all these causes, we certainly couldn't put on more salesmen; the possible business to be obtained

would not support them. The only solution was to sell more merchandise with our present organization; somehow instil sales enthusiasm and sales action in everyone.

The idea gradually grew. Instead of all departments looking to the sales department to carry the burden of selling goods, why not spread this responsibility and have everyone pitch in and help the sales department? *Why not everybody a salesman?*

Fine! We decided we would try it; at least, it would cost nothing. So at our annual company dinner our president spoke as follows:

"We have spent a great deal of thought on the problem of increasing our sales without increasing our sales force or sales expense. We finally decided to ask you all to help. Consider yourself, first, a salesperson, and, second, what you are actually employed for. We are going to try something new. We want everyone in the Comfort company to *create one sale a day*.

"Just think what that would

mean. Suppose each one of us brought in only an order for one ton of coal a week. We average between 200 and 300 employees, depending on conditions. That would mean that every week we would create 200 tons of coal in sales, or four to five *carloads* of coal orders turned in by the whole Comfort organization each week.

"The details and outlines of our 'Created Sales Campaign' will be issued shortly. I hope every one of you will co-operate."

That was the beginning of a new sales era for us. We wanted to make selling the most important thing in the company—to make everyone realize that unless goods were sold, nobody had a job, and if more goods were sold, we had better jobs. Every week we now issue to every individual in the organization a memorandum to be kept on his or her desk as a constant reminder to create a sale that day. Scores are kept by each one on the memo and turned in to the branch manager at the end of the week. He sends them to headquarters where the records are republished in our weekly company newspaper, the "Coo-Coo!" In this way everyone throughout the organization, no matter at what branch he may be located, sees what created sales are being made by employees elsewhere in the company and gets ideas of products to sell to his own trade in turn.

No Reward Offered

No premiums, prizes, bonuses or anything else are offered. It is more like a game, a sales game, where everyone tries to beat the other fellow in turning in a good "created sales" slip for the week. It is producing and creating sales for the general good of the company, too, rather than a special star showing on the part of individuals.

We asked everyone to begin at home. We suggested that employees talk the Comfort company and its products to their neighbors, friends, relatives, intimate acquaintances or speaking acquaintances around town.

As a result, we found that some

of our best friends were giving their business to other concerns; firms we were buying from were buying their materials elsewhere; even relatives with no grievance were thoughtlessly sending orders to our competitors because we had never asked them for their business and they didn't think it "meant anything to us."

To crystallize what was allowable as a "created sale," the following definition was originally made: Orders which come in, in the regular course of business, cannot be counted. If, however, a customer comes in to buy one thing and before he leaves something else is *sold* to him through suggestion or demonstration, that counts as a created sale. Anything sold at night or before or after business hours counts as a created sale.

Briefly, demand merchandise is bought. Created sales are sold. This definition had to be enlarged upon and expanded in scope, but it helped to get matters started.

Our chief accountant, who had never sold anything in his life and gets chills of fright at the thought of talking sales, brought back an order from his baker before the week was out for ten tons of coal. The next week he brought in the balance of the order for forty tons, sold while his wife was picking out a coffee-ring for Sunday morning's breakfast.

One of our managers moved into a new district and found we were selling only two families on his street. Before the end of the month he had sold every house in the district, some twenty-six accounts.

Another Comfort man discovered his next door neighbor was buying materials from a mail-order house. After an evening's chat on the front porch, he brought back the building material order and the man's coal order besides.

One of our women sold five lawn mowers to neighbors on her street, not to mention grass seed, fertilizers and other products. We already had their coal orders.

There has been hardly a week when another one of our girls has not turned in a nice created sales



Christian Herald

Goes Forward!

To meet the growing demand among church-going people for a religious publication which will compare favorably with modern periodicals in editorial excellence, size and appearance *Christian Herald* will be published *monthly* starting in 1931. In the first issue will be articles and stories by Bruce Barton . . . Seth Parker . . . Honoré Willsie Morrow . . . William Lyons Phelps . . . E. Elmo Calkins . . . Margaret Sangster and other writers of equal distinction and popularity.

Christian Herald

MONTHLY

First Issue as a Monthly
FEBRUARY (on sale Jan. 17th)
Color Forms Close . . . Dec. 1st
Black and White Closes Dec. 15th

GRAHAM PATTERSON
 Vice-President

J. PAUL MAYNARD
 Advertising Manager

slip, and yet all day long she is operating a billing machine with no contact or opportunity to make sales at all. These are just orders she picks up on the way home at night, around at card parties, on the way home from church or the movies. With a coal order that may run \$100 or so, she takes interest enough to find out the necessary credit information to establish a charge account, or if it is cash, she stops by and picks up the money herself on the way to work.

Another one of our girls seldom turns in less than \$100 worth of business a week in created sales and some weeks it is over \$500. This is business she gets by asking for it, suggesting or selling the person the idea of using a certain product.

At another yard, our switchboard operator, a young girl, will turn in \$100 or \$200 of created sales a week. She has quite a few contacts there, as people come in to ask her questions, and she makes the most of them. A particularly good place we have found for selling is a cashier's window. By asking for coal orders and suggesting other products, as well as having a supply of our most recent circulars right at the window, our cashiers have been particularly successful in making created sales.

One girl made a list of those people among her acquaintances and friends where she knew both members of the family worked during the day and so were not available during regular hours. These she called up from her house at night. She brought in seventeen orders for winter's coal in that way. *You can't beat that sales spirit!*

Just to show how everyone's attitude has changed, and how everyone is thinking sales, one of our men recently sold his house and moved to another town in which we have a yard. Before he closed the deal with the buyer he not only got his coal order, but got the coal order of his brother-in-law who was about to move out into the district also.

We found that some of our best builders thought of us only in

terms of building materials and lumber and not the other products we sell. The salesmen immediately got after them for their coal business, gardening things, housewares, etc., and so increased this business to men we were already selling.

"The Sale's the Thing"

In this way the idea, "the sale's the thing," has crept into our organization and become thoroughly installed. New phases of created selling have arisen, each one requiring a ruling of its own. The manager of the branch asks our executives to determine whether a new principle is to be admitted as a created sale and it is voted yes or no.

For example, one manager said in his report: "I created credit to the extent of \$186." This was a stumper. We found that a contractor whose credit was absolutely N. G. had got a job to build a one-car garage for a man in town whose credit was good. We would sell the contractor on no basis but C. O. D. He would not buy that way.

The manager, instead of letting that business go, went to the man for whom the garage was to be built, explained the situation and got a guarantee from him that the bill would be paid. In this way he saved the \$186 order for lumber and building materials. Naturally we voted this "created credit" admissible as a created sale, and after that several hundred dollars' worth of created credit sales was turned in. And the following suggestion resulted from this: "If the credit isn't good, try to make it good in some way or other before you let the order go."

The fact is that girls and others in the organization whose regular job is not selling at all, have in many cases beaten the sales department in bringing in orders, leads and prospects. Business today is like gold—where you find it. The more one listens and the more one talks, the more business he will unearth, and our created sales campaign has proved this.

(Continued on page 121)

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"IT'S A GIFT"



SEE the man with the guilty look? He was borrowing one of his son's neckties—and got caught at it. "How do you find these patterns, Tom?" he chuckles. "I never see anything like 'em when I go in the stores."

"It's a gift, Pop," says Tom—"and I think I'll make that tie a gift too. This is the third time you've borrowed it. If you've got a real yen for it, keep it."

It's more than a gift—this lad's ability to find the latest wrinkles in haberdashery. There's method in it. He has more time to look for these things than his father. And nothing new gets past him . . . he keeps his

eyes peeled, and his ear to the ground for news of what the better-dressed man is wearing. Soaks up fashions like a well-groomed sponge.

More than 700,000 of these wide-awake youngsters read **THE AMERICAN BOY**. 85% are of high-school age or older. Men in everything but years. The kind of fellows who like to pick up a new trick—and pass it on to their families. If you have news for their ears (and who hasn't?), advertise it in their own magazine. January forms close November 10th.

The YOUTH'S COMPANION combined with **American Boy** Founded 1827
Detroit Michigan

J. Walter Thompson Company

Through six strategically located offices in the United States and nineteen offices in other countries which cover Europe, North and South Africa, South America, India, Java, New Zealand and Australia, we offer advertising agency service which has demonstrated its merit for many of the world's foremost advertisers, several of whom we have served for more than twenty years.

Total population served by these offices is 1,418,000,000



NEW YORK · *Graybar Building* · 420 Lexington Avenue

CHICAGO · 410 North Michigan Avenue

BOSTON · 80 Boylston Street

CINCINNATI · *Chamber of Commerce Building*

SAN FRANCISCO · *Russ Building*

LOS ANGELES · *Petroleum Securities Building*

★

MONTREAL · *Dominion Square Building*

TORONTO · *Canada Permanent Building*

★

LONDON · *Bush House, Aldwych, W. C. 2*

PARIS · 12 Boulevard de la Madeleine

MADRID · *Plaza del Callao, 4*

STOCKHOLM · *Kungsgatan 39*

COPENHAGEN · *Axelborg*

BERLIN · *Unter den Linden 39*

ANTWERP · 115 Avenue de France

WARSAW · *Czackiego 17*

★

ALEXANDRIA · 27 Rue Cherif Pacha

PORT ELIZABETH · *South Africa · Netherlands Bank Building*

★

BUENOS AIRES · *Argentina · Avenida R. Saenz Pena, 636*

SAO PAULO · *Brazil · Praça Ramos Azvedeo 16*

★

BOMBAY · *India · Shaw Wallace Building, Ballard Estate*

★

MELBOURNE · *Australia · 145 Collins Street*

SYDNEY · *Australia · Asbestos House, 65 York Street*

★

BATAVIA · *Java · Konigsplein Noord 21 Weltevreden*

WELLINGTON · *New Zealand · Hamilton Chambers Lombton Quay*

★

LATIN-AMERICAN & FAR EASTERN DIVISION

New York Office

Weathering the Depression

A Second Group of Executives Tell How They Are Getting Business Now

By Roy Dickinson

THE group of business men who in last week's issue of *PRINTERS' INK*, in an article entitled: "Weathering the Depression," told of the plans they are using to fight the common enemy, red ink, represented many different industries. Their replies proved again that the fundamentals of sound selling know no boundary lines; that now, as in past business cycles, the foundations for the next prosperity are being built by business itself.

There is no day or hour when business magically gets better all at once.

What has always happened in the past and what is now going on again is that business men examine more carefully their costs and their selling methods. They add new ideas. Men and policies are kept under closer inspection. The business ship is made more seaworthy.

As a result, a few men here and there begin to build profits again. Some in fields not too adversely affected by international economic forces, show greater profits than ever before.

A new business leadership comes into being—not in the shape of statements from on high, but representing sound policies built from the ground up by men who work hard and say little.

In the list of companies earning above the average, prepared by the Standard Statistics Company, Inc., and published in the article mentioned above, there were fifty-two names. It is interesting to note that this list, selected on earnings alone, contained the names of forty-four advertisers. There is something in that fact which will give strong backing to the statement that advertising proves its ability to maintain profits during times when profits are hard to make.

The good showing of advertisers takes on added value when it is realized that many of them are in-

vesting large sums in advertising which, if they were short sighted, they might try to "save" for present profits.

Barron's, the well-known financial weekly, in a report on the Lambert Pharmacal Company's profits, says that the company showed a reduction in earnings for the nine months ended September 30 of only a few cents per share. This financial paper then says: "Much of the success of Lambert company this year is undoubtedly due to continued advertising on an even broader scale . . . The company's shaving cream business has increased substantially as a result of new selling methods, reduced prices and larger advertising."

Then this significant remark is made: "Furthermore, the company would show increased earnings but for any one of the following factors." First among those factors "increased advertising" is listed.

Some advertisers, in other words, are using the sound judgment and courage necessary to increase advertising at a time when others cut down. They are building for the future, even at the expense of a few cents a share less now in the profit column. And even at that, forty-four out of fifty-two companies picked by a statistical organization as this year's profit makers are advertisers. A remarkable showing it seems to me.

The following message from one of the forty-four advertisers is a fine summing up of a policy which has made this company an outstanding leader.

A. G. BIXLER
Vice-President
National Biscuit Company

"The National Biscuit Company, in thirty-two years of national prosperity or depression, has steadfastly pursued the same policies year after year. The past twelve months have seen no changes in the practices we have followed in

On Saturday a few shooting damages to session wood to ship.

The two injured persons were taken to Iowa Methodist hospital in police ambulance.

The Des Moines Sunday Register Apologizes

(From the Washington, Iowa, Journal.)

The Des Moines Sunday Register had an apology on the front page. It apologized because it ran out of comics for its last Sunday edition—didn't print enough papers for the demand.

Well, while the Washington Journal and other Iowa papers probably have some reason to be jealous of The Des Moines Register, yet we sort of take a little joy out of seeing The Sunday Register taking the Sunday field in an "expansive" manner, particularly since they are taking it from less worthy out-of-Iowa competitors.

The Register is taking the Sunday trade because it is the best Sunday paper that comes into this part of Iowa.

The Sunday Register is increasingly popular in Iowa, too, because it increasingly reflects Iowa sentiment. It seeks in its general tone to measure up to the citizenship standards of the average Iowa citizen.

GIRL 10 OCT.

P. S. Des Moines Sunday Register average September net paid circulation 204,279.

Increase in one year 21,262 copies a Sunday.

Since Saturday, unable to provide the \$1,500 bond.

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any other twelve months of recent years.

"Our basic principle is to use every endeavor to make the best products we know how and to have them reach the consumer in the best possible condition. This determination has its greatest importance in hard times, when people hesitate over every purchase that is made, and expect the greatest value for the money they spend.

"We continuously bring out new items and drop old ones; we improve our packages whenever an improvement is reasonably possible; we open new branches where opportunity invites them; we build new plants wherever they will improve our service and our earnings. We advertise steadily and generously. When money is scarce we work harder for our share of it. But we try not to forget that the rules of good business are fundamentally the same in the lean years as well as the years of plenty."

Whether the skies are fair, whether a storm is brewing or a depression comes to scare off the faint-hearted, the National Biscuit Company keeps on advertising, continues to improve package and product and takes times good or bad in its stride. And what a stride it is! For the first nine months of 1930, net profits were \$16,768,744 compared with \$15,973,224 in the corresponding period of the boom year of 1929.

* * *

The National Biscuit Company is a national advertiser. The next statement is from a company that advertises locally and changes policies to fit local conditions.

JOHN A. MACDERMOTT
President

United States Dairy Products
Corp.

"Our company started this year with the assumption that buying power would be curtailed, that customers would buy less per person and, therefore, inaugurated a vigorous campaign for new customers. Secondly, we felt that sales of

certain products would decrease and, therefore, moved to increase sales of other products.

"We lost no time in starting our campaign for new customers so that today U. S. Dairy, exclusive of new customers acquired through the purchase of additional companies, has more customers than it had last year at this time.

"Our advertising campaigns were local and designed to fit different conditions in different territories.

"There is merit in price reduction and in one city we used this method and, by tying it up with an extensive newspaper campaign, increased sales 22 per cent. In more numerous instances, however, we increased sales by raising prices. In several localities we introduced a quality ice cream, priced higher than the product of competitors, and through newspaper advertising, conducted a campaign to reach that class of consumers least affected, or probably affected not at all, by the current business depression. Despite the fact that sales of some other lines decreased, our total sales volume increased 10 per cent, due to substantial sales of the higher-priced quality product.

"In another city we used the prestige of one of our established milk companies to introduce a quality ice cream product, again above the price of competitors, and once more increased sales.

"Where we reduced prices, we did not use price reduction alone as a means of increasing volume but through an extensive newspaper campaign, stressed the value of milk from a health standpoint, and through cash prizes to various local charitable organizations, used the reduction not only to obtain customers but to develop good-will in the community.

"In another large city where one of our subsidiaries operated in a limited section, we expanded into an entirely different area, and general business conditions did not prevent us from increasing sales of the company 20 per cent over 1929.

"We had always fought against waste, but the trying conditions of the current year caused us to probe more deeply into waste prevention



Left—Assembly room of Outboard Motors Corp., World's Largest Makers of Outboard Motors.

Below—A Trainload of Allis-Chalmers Tractors.



Milwaukee Products Move the World

MILWAUKEE leads the world in the production of outboard motors and Diesel engines, motorcycles and wheelbarrows, automobile frames and tractors. It leads also in machinery to make the world's highways and in pipe to transport petroleum from field to market. Freight cars and automobiles are also Milwaukee made. But the large output of these products makes up only a small part of Milwaukee's annual billion dollar industrial production.

Although Milwaukee leads the world in the production of seventeen important products and is a national leader in ten others, it is also *America's leading city in diversity of industry*.

Milwaukeeans make so many things for their \$200,000,000 annual industrial wage that *employment here is always above the average for all cities*. Here is stability of purchasing power and here, too, is economy of advertising because one newspaper is read by more than four out of five Milwaukee families.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

National Representatives O'Mara & Ormsbee, Inc.
 New York Chicago Detroit Los Angeles San Francisco



ADVERTISING L

**doesn't in it-
self make a
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**advertising
leadership is
one indication
of a good adver-
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THE CHICAGO D

Chicago's Home News

GO DAILY NEWS

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And the advertising leadership of The Daily News in the Chicago six-day field is even more significant in 1930 . . . when advertisers as a whole are placing in its columns an increased proportion of their lineage

ADVERTISING REPRESENTATIVES:

CHICAGO

Home Office
Daily News Plaza
Tel. Dearborn 1111

NEW YORK

John B. Woodward, Inc.
110 E. 42d St.
Tel. Ashland 2770

DETROIT

Joseph R. Scolaro
3-241 General Motors Bldg.
Tel. Empire 7810

SAN FRANCISCO

C. Geo. Krogness
303 Crocker 1st Nat'l
Bank Bldg.
Tel. Douglas 7892

ATLANTA

A. D. Grant
711-712 Glenn Bldg.
Tel. Walnut 8902

MEMBER OF THE
100,000 GROUP OF
AMERICAN CITIES

GO DAILY NEWS

Home Newspaper



.... IN 1900

**The News delivered
in Marion County
(Indianapolis) one
copy for every**

7.45**persons . . .****IN 1910**

**The News delivered
in Marion County
(Indianapolis) one
copy for every**

5.16**persons . . .****IN 1920**

**The News delivered
in Marion County
(Indianapolis) one
copy for every**

5.00**persons . . .****IN 1930**

**The News delivers
in Marion County
(Indianapolis) one
copy for every**

4.56**persons . . .****In Indianapolis****The News . . . ALONE . . . Does the Job!**

The **INDIANAPOLIS NEWS** *Sells The Indianapolis Radius*

Member of the 100,000 group of American cities

New York: **Dan A. Carroll**
110 East 42nd St.

Dot Baenzig
Advertising Director

Chicago: **J. E. Lutz**
Lake Michigan Bldg.

methods, and through interchange of raw materials among various ice cream and milk subsidiaries, we saved considerable money. With commodity prices declining, we bought very carefully and very closely. Our policy of rigid economy, however, did not include any decrease in wages nor any reduction in personnel. In certain territories it was obvious that we could not continue to employ as many men and operate profitably, but instead of dropping these men from the pay-roll, we transferred them to other territories where general business conditions and our aggressive sales and advertising campaign warranted extra employees.

"We maintained wages and did not reduce personnel because we felt not only that it was our duty but the part of smart business to maintain the morale of our large organization. In this connection we formed the Dairy Operators Company to invest in the securities of U. S. Dairy and thus enable our employees, through systematic savings, to purchase stock and become owners of the company for which they worked. This plan has been very successful."

Instead of the usual policy of underselling and price cutting to move surplus, this company, in many localities introduced higher priced quality items, and advertised them extensively to a class market. Like so many other profit makers, this company carried on by using more advertising to sell new plans.

* * *

A similar breaking away from tradition is seen in the statement of:

A. W. WRIEDEN
Treasurer

Holland Furnace Company

"At the beginning of this year, we called a meeting of our executives and division managers, and definitely determined to face the unusual conditions which seemed to be indicated for the year 1930. A program was decided upon, which called for the largest sales

organization in the history of our company and an increase in our advertising appropriation.

"The consensus of opinion at this meeting seemed to be that in times of curtailed purchasing power, the general public will buy necessities rather than luxuries. A heating plant is a very essential part of every home; and, with the recent back-to-the-home movement which again seems to be prevailing throughout the American cities and rural territories—brought on largely by modern home conveniences and radio—our advertising and selling activities have been directed to modernizing and replacing obsolete heating plants.

"At the beginning of the year, we started to increase the man power of our sales organization, until today it is over 20 per cent higher than at any time in previous years. We have supported this sales organization with an extensive advertising campaign in a national weekly, thirty-five metropolitan newspapers, and a very successful direct-mail campaign.

"Inasmuch as the next three months are months in which a large number of heating plants can still be sold, it is impossible for us to estimate the sales or earnings for the year.

"The present buyers' market indicates that only such purchases are being made that can be paid for. Our collections this year have held up remarkably well, as is evidenced by a collection record of 156 per cent of the September quota. Our experience this year leads us to believe that people are buying the necessities for better home living and that funds are kept available for the payment of such purchases."

Certainly increasing man power is an unusual procedure this year. Yet two other good profit makers who stated their policies in last week's issue also adopted the same plan.

Moreover the Holland Furnace Company, like so many others in the list, planned definitely on an increased advertising appropriation as it faced the "unusual" conditions of 1930.

H. STRUCKMANN
President
 International Cement Corp.

"Our company as a matter of policy has always maintained its properties in an up-to-date efficient condition, with the result that we are in a position where we can obtain the advantage of all the latest improvements in the art of manufacturing and distributing cement, and consequently keep our manufacturing costs at the minimum, at the same time maintaining a very high quality for our product.

"The efficiency of our plants and our methods of distribution have contributed greatly to the success of our operations for this year to date; but there is still a more important factor, and that is the wide distribution of our properties and the advantageous location of each of the plants to serve some particular market.

"In the acquisition or construction of plants, the management has always considered proper location as of fundamental importance. We believe it has been and will continue to be the greatest contributing factor toward the success of this company."

Mr. Struckmann's statement is a good example of maintaining profits through closer attention to distribution economies. Many makers of heavy products have saved profits similarly. Thus Colgate-Palmolive-Peet, another concern in the list of profit makers, is said to be saving much money by strategic location of plants. Freight is an important factor in distribution costs of bulky products. The recent acquisition by Colgate of Kirkman & Son is another step in the company's plan of cutting costs.

B. C. HEACOCK
President

Caterpillar Tractor Company

"Dealers' estimates of sales for the fourth quarter, in addition to orders on hand, indicate that total sales for the year 1930 will not be far short of those made in 1929, which was the largest year in the company's history.

"The amount of profit per dol-

lar of sales for the nine months is considered encouraging, resulting as it does from substantially lower list prices for our products than obtained in 1929. With the return of normal business conditions these lower prices and the increased sales effort now being exerted should result in enlarged sales volume; and as the economies resulting from the consolidation of operating personnel and tractor manufacture at Peoria work out in the immediate future, the rate of profit should increase."

The Caterpillar Tractor figures, sent to us by air mail, are interesting. They are for the first nine months of

	1930	1929
Sales.....	\$37,319,910.38	\$38,346,300.00
Deduct:		
Cost of sales, operating expenses, etc.....	28,665,525.06	28,549,865.56

It will be noted that this corporation, selling tractors to farmers, managed to hold sales within 3 per cent of the biggest year in the company's history. And the cost of those sales remained almost unchanged.

* * *

L. R. SMITH
President

A. O. Smith Corporation

"The fundamental reason for our earnings is because our products and methods of manufacture are based entirely on the results of research and engineering."

Back of that sort of statement is a long story of hard work, breaking with tradition, and carefully planned sales effort. One incident illustrates.

The A. O. Smith Corporation makes pipe. In the pipe used for gas and oil lines, twenty-foot lengths were traditional. When the company entered this field it turned out first thirty-foot and later forty-foot lengths, saving joints and effecting much economy in long lines.

Another pipe manufacturer (three were on the list) wrote me that he wouldn't make an extended statement for publication "because it might be taken as an invidious

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comparison with other lines of endeavor which are differently affected by the play of economic forces."

He told me that his industry was fortunate in that quiet business with consequent cheap money leads to construction of public works. Such work is often postponed, he pointed out, when the borrowing rate is high. So he took no credit for his company's good record.

The day after I received his letter I noticed a double-page spread in a water works publication with the caption, "How 52 Leading Cities Are Helping to Relieve Unemployment." The copy told how water works construction was being used to help relieve the present unemployment crisis, pointed out that permanent improvements which give employment are preferable to money spent for unemployment relief. Information and counsel was offered by research engineers of the Cast Iron Pipe Research Association.

Two ideas suggest themselves:

1. Advertising made an even better showing than I indicated at the start of this article, for I listed none of the three pipe companies as regular advertisers.

2. There may be some "good breaks" for certain industries. But it is something like a football game. The team that takes advantage of the breaks makes the touchdowns. Satisfactory profits don't just drop into the lap of a few fortunate industries in a year like this.

There are some food companies that are losing money; there are furnace manufacturers that are making profits far above the average. Also, and I want to repeat this fact, there are hundreds of other companies making satisfactory profits this year whose names do not appear in the list published last week.

In a succeeding issue of PRINTERS' INK there will appear further statements by officials of other companies, such as Scott Paper Company (earning more this year than last); McKeesport Tin Plate Company, Jewel Tea, Inc., Anchor Cap Company and others which

are proving that the present calamity howlers are no more right than were the overly cheerful prophets.

I have been limited in these two articles to companies whose stock is listed on exchanges. I would be pleased to hear from other companies in any field concerning the plans they are using to hold up profits in an off year.

W. J. Woolley, Vice-President, Bowers Agency

William J. Woolley has been appointed to the office of vice-president in charge of plumbing, heating and mechanical advertising of the Thos. M. Bowers Advertising Agency of Chicago and St. Louis. He was for eight years manager of the National Trade Extension Bureau of the plumbing and heating industries and, until recently, was president of the Wolff Company.

More Woodbury Accounts to Lennen & Mitchell

Lennen & Mitchell, Inc., New York advertising agency, has been appointed to handle the advertising for all Woodbury toilet preparations. In addition to the Woodbury Facial Soap advertising, which this agency has been handling, it will now also handle the advertising for the Woodbury creams, face powders, shampoos, and other products.

M. M. Whitfield with "The American Legion Monthly"

M. M. Whitfield, formerly Western manager of *Modern Priscilla*, Boston, and, previous to that, with the Western office of *The Literary Digest*, has been appointed Western advertising manager of *The American Legion Monthly*, with headquarters at Chicago.

Holeproof Appoints Blaker Agency

The Holeproof Hosiery Company, New York, has appointed the Blaker Advertising Agency, Inc., of that city, to direct the advertising of its women's division.

Pertussin to J. Walter Thompson

Seck & Kade, Inc., New York, has appointed the J. Walter Thompson Company, Inc., to direct the advertising of Pertussin Cough Remedy.

Koh-I-Noor Appoints Hull

The Koh-I-Noor Pencil Company, New York, manufacturer of Koh-I-Noor and Mephisto pencils, has appointed W. H. H. Hull & Company, advertising agency of that city, to direct its advertising account.

Bring the Sales Manual Up to Date

BLACKETT-SAMPLE-HUMMERT, INC.
CHICAGO, ILL.

Editor of PRINTERS' INK:

We should like to secure as much information as possible on sales manuals and should like to ask your co-operation.

If you have carried any articles on this subject during the last two years we would appreciate receiving a list of them, or if possible tear sheets of the actual articles.

Any help you can give us on this point will be most sincerely appreciated.

BLACKETT-SAMPLE-HUMMERT, INC.
E. H. KRUSE,
Director of Research.

HASKELITE MANUFACTURING
CORPORATION
CHICAGO, ILL.

Editor of PRINTERS' INK:

I am interested in locating samples and ideas for a sales manual. Will you be so kind as to advise me where I can obtain samples and information? It would help us in drafting a sales manual.

HASKELITE MANUFACTURING
CORPORATION,
C. E. SCOTT,
Sales Department.

IF there ever was a time when the sales manual ought to play a decisive role in sales management, that moment is right now. And if there is ever going to be a time when the sales manual will be more important than it is at the present moment, that time will be all of next year.

The sales manual has always been an immensely important tool, particularly when used by dexterous sales executives. In our opinion, it can be made more valuable than ever during the remainder of this year and all of next year.

However, an old-fashioned manual isn't going to do the trick. The sales manual has to be brought up to date and there is no time like the present in which to do it. It must be rearranged, rewritten, some material taken out and other material placed in it—all so that the sales force may have right at its finger-tips a comprehensive book of instruction and all-around help that was prepared for use in times when business has to be fought for.

The subject of sales manual compilation has always been looked

upon by PRINTERS' INK as a vital phase of sales management procedure. For that reason a great many articles have been published in PRINTERS' INK and PRINTERS' INK MONTHLY, describing methods of sales manual compilation and use. Most of the issues in which these articles appeared are out of print. To those who have access to a file of the PRINTERS' INK Publications, however, we shall take pleasure in sending an index reference list which gives the titles of articles on the subject and the dates of the issues in which they will be found.—[Ed. PRINTERS' INK.]

Langdon Caskin, Jr., Joins Dyer-Enzinger

Langdon Caskin, Jr., formerly with the New York office of N. W. Ayer & Son, Inc., has joined the Dyer-Enzinger Company, Inc., where he will serve as account executive in its New York office. He also previously was with the Philadelphia *Morning Public Ledger*, as staff reporter, and with the public relations department of The United Gas Improvement Company of Philadelphia.

Erwin Huber with Baltimore "News" and "American"

Erwin Huber, formerly advertising manager of the Rochester, N. Y., *Journal* and *American*, has been appointed advertising manager of the Baltimore *News* and *Sunday American*. Stuart List succeeds him as advertising manager of the Rochester *Journal* and *American*.

American Writing Machine to Addison Vars

The American Writing Machine Company, Newark, N. J., has appointed the Buffalo office of Addison Vars, Inc., advertising agency, to direct its advertising account. Business papers and magazines will be used.

G. S. Broholm Advanced by "The Farm Journal"

Gordon S. Broholm, who formerly represented *The Farm Journal*, Philadelphia, in the Middle West, has been appointed Western advertising manager of that publication. His headquarters will be at Chicago.

"Christian Herald" to Be Published Monthly

The *Christian Herald*, New York, will be published monthly, effective with a February, 1931, issue. It has been published as a weekly.

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Gas and Tires! Tires and Gas!

FEW manufacturers or distributors of automotive products underestimate the potential sales represented by the owners of 570,455 motor cars registered in the five boroughs of New York last year.

Or the great plus-value of registrations in the three great suburban territories, Westchester County, Suburban New Jersey and Suburban Long Island.

But are you one of those who will get their proportionate share of this huge amount of business this fall and winter?

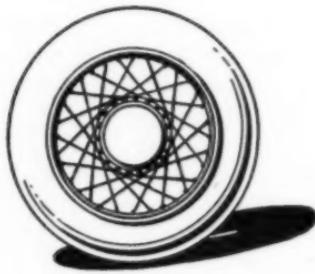
Know your facts. The Boone Man, who has on hand a wealth of information about the market, and the consumption of automotive products here, will be glad to add to your immediate merchandising equipment the value of his experiences in connection with merchandising successes of a similar nature.

New York Evening Journal

MAIN OFFICE: 9 EAST 40th ST., NEW YORK CITY

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION
NEW YORK, International Magazine Building . . . ROCHESTER, Temple Building
CHICAGO, Hearst Bldg. . . . PHILADELPHIA, Fidelity Philadelphia Trust Bldg.
DETROIT, General Motors Building BOSTON, 5 Winthrop Square
PACIFIC COAST REPRESENTATIVE, H. H. Conger, 5 Third St., San Francisco

WIRE WHEELS



The particular kind we have in mind, are those which don't go 'round—the wheels on the automobiles which have not been sold.

The Boone Man doesn't talk automobile advertising in the jargon of yesterday. For months he has been ever mindful of the wheels which don't go 'round.

NEWSPAPER ADVERTISING

You need his thinking—you need his market knowledge—today more than ever before. Whether it is in Detroit, Boston, Rochester, Syracuse or any of his many markets, his "selling" can only be in proportion to his helpfulness to you.

CALL THE BOONE MAN



RODNEY E. BOONE ORGANIZATION

CHICAGO
Hearst Bldg.

BOSTON
5 Winthrop Square

New York Journal
Boston American
Albany Times-Union
Rochester Journal
Syracuse Journal

Boston Advertiser
Albany Times-Union
Rochester American

NEW YORK CITY
International Magazine Bldg.
57th Street at 8th Avenue

PHILADELPHIA
Fidelity Philadelphia Trust Bldg.

Wisconsin News (Milwaukee)

Evening

Sunday

Omaha Bee-News

DETROIT
General Motors Bldg.

ROCHESTER, N. Y.
Temple Bldg.

Chicago American
Detroit Times
Baltimore News
Washington Times
Omaha Bee-News

Detroit Times
Baltimore American
Syracuse American

SINGLED ON SERVICE

The greatest coverage in
the greatest number of
financially able homes in
Detroit is possible only through
The Detroit News



*Typical financially worthwhile districts in Detroit where
The News reaches better than 80 per cent of all homes.*

Selling the great Detroit market is a simple problem when analyzed in terms of home coverage. The Detroit News reaches more of the homes with purchasing power than any other Detroit newspaper, besides reaching more of the total population than any other Detroit newspaper. Use of The News weekdays and

Sundays enables you to obtain 80 per cent coverage in Detroit. The News, because of its singularly thorough coverage and resultant advertising effectiveness, can do the advertising job alone and is exclusively used more and more by advertisers who wish to employ concentrated and dominating campaigns to sell America's fourth market.

The Detroit News

THE HOME NEWSPAPER

I. A. Klein, Inc., New York

J. E. Lutz, Chicago

Member 100,000 Group of American Cities

A. B. C. Wants More Agency and Advertiser Members

Convention Also Authorizes Educational Campaign to Secure Wider Use of Bureau's Reports

AN unusual resolution was adopted by the Audit Bureau of Circulations at its seventeenth annual convention held in Chicago last week. The resolution follows:

"Resolved, that all members of the A. B. C. urge advertisers and agents to make fuller use of the Audit Bureau of Circulations' reports."

It was also revealed, in the annual address of P. L. Thomson, president of the Bureau, that while the membership, for the first time in the organization's history, has now passed the 2,000 mark—2,003 to be exact—there are only 198 advertiser members and 175 advertising agency members; 373 in all.

In other words, not even the A. B. C. can get from the business world the recognition to which it is entitled unless it fights. During the last seventeen years, as was indicated in an address before the convention by Ralph Starr Butler, vice-president of the General Foods Corporation, it has saved advertisers literally millions of dollars by making it possible to base advertising rates on proved facts rather than on fantastic claims. Yet it now realizes that it must get out into the open market and sell its goods even though its purpose is to render service to advertising without direct profit to itself.

The convention, therefore, approved an advertising campaign planned by the board of directors to start during the present fall. Likewise, after hearing the addresses by Mr. Thomson and Mr. Butler and another by John Benson, president of the American Association of Advertising Agencies, it took important steps looking toward the improvement of its already meritorious product—thus giving more strength to the proposed advertising effort.

"It is difficult to understand," Mr. Thomson said, "how any advertising agency worthy of the

name can properly discharge its purchasing function without the complete file of A. B. C. data, which goes with membership and which cannot otherwise be obtained. And certainly it is not fair that thousands of advertisers should use the facilities of the Bureau and decline to share in its support."

"The board has felt that this membership situation justified the reorganization of the Bureau's membership promotional activities, and this was begun a few months ago. This is doubtless responsible for accessions to membership in this group which would otherwise have shown a decline from last year. At the same time, an advertising campaign has been authorized for the trade press for this fall which will have for its objective not only the acquisition of members from the buying group, but a greater familiarity on the part of the whole publishing world with the Bureau's operations, aims and achievements."

Mr. Butler, whose speech was read by Guy C. Smith, advertising manager of Libby, McNeill & Libby, explained the relative lack of interest in the Bureau by citing the fact that the organization grew up in an era of advancing commercial prosperity. With business constantly on the up-grade, advertisers were disinclined to worry about a little waste here and there—particularly as sales results usually justified advertising expenditure, regardless of the direction it took.

Economy the Watchword

"Now, however," Mr. Butler said, "all this has changed. Despite a desirable optimism, there is a suspicion, at least, that for the next few years we shall be watching our expenditures more closely than in the past. Each dollar of expenditure will be required to

carry a little bit more of the sales burden. Appropriations will be more severely scrutinized and less casually voted. The man who expends the appropriation will find it more difficult to show results commensurate with cost. He will be more inclined to dig deeper into circulation data to insure his obtaining greater value for every dollar of the funds entrusted to him."

It was John Benson's idea, carrying out the thought here advanced by Mr. Butler, that every member of the A. B. C. should back it up in its endeavor "to reflect a true picture of circulation, organize sentiment for more stringent rules, rules which are rough on forced circulations in all its tricks and which more and more exclude from net paid any circulation which has premiums and prizes for a motive." He said there was little danger of giving the Bureau too much power—as long as that power can be limited to a portrayal of the facts.

Mr. Benson thought that more stringent rules governing forced circulation could go a long way toward increasing the efficiency and usefulness of the Audit Bureau of Circulations.

"In the newspaper field," he said, "the race for size has been going on for years. Publishers force their circulation. Extravagant sums are spent for readers.

Premiums and prizes are offered wholesale. Some expanded beyond their natural trading area and load that circulation on the national advertiser. The cost has been too much.

"This extra circulation costs the advertiser dearly. It is reflected, of course, in the advertising rates. The milline may remain the same or even lessen, but the cost of advertising mounts. There is too much circulation, just as there is too much of everything else. In some cities there are three papers to every home.

"I repeat, there is too much circulation. We have to buy too much of it to reach our market. There is too much money spent in getting circulation. It

eats into the paper's profit or gets itself included in the advertising rate."

The Bureau's board of directors has already been giving a great deal of attention to the matters brought up by Mr. Benson. It has come to the attention of the Bureau, for instance, that solicitors working for subscription agencies on commission use premiums. The Bureau has ascertained that fountain pens are frequently purchased and given away which have bands on them indicating a value of \$5 or \$10. If given by the publisher himself, these would result in disqualifying the subscription from the net paid classification; yet when taken by the agency solicitor the subscriptions have been accepted by the Bureau as paid, inasmuch as there is no way of getting at the facts necessary to disqualify them. In an effort to correct the condition the convention adopted this resolution:

Resolved, That such action be taken by the Board of Directors as will assure the proper classification of all premium subscriptions, regardless of by whom the premiums are offered.

Another resolution, in the same general direction, requires that the publisher shall have to segregate subscriptions obtained by what is known as a "charity solicitation" campaign, which is conducted this way: The representative tells the prospective subscriber that the publication has offered to give a certain charity organization a radio, moving picture machine or something similar if a certain number of subscriptions can be obtained; or the publication will turn over to the charity a certain percentage of the receipts from each subscription. These are usually three-month subscriptions and the prospect is told that the commission that would ordinarily go to the solicitor will be placed in the fund to purchase the radio or other equipment. Here is the resolution designed clearly to identify this class of subscription:

Resolved, That circulation obtained through co-operation between a publication and organized charity, or other organizations, where the

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The Only Real Difference Between Newspaper Audiences

Tons of ink and paper have gone into the presentation of plausible attempts to prove that this or that newspaper audience is "different" and therefore a better advertising medium than its immediate rivals. But no one has ever proved that there is a single important difference between metropolitan newspaper audiences other than physical size, and not all the four hundred and fifty-odd thousand words in the language can serve to ever prove it.

It is an immutable law that large numbers of similar units have like characteristics. Four hundred-odd thousand readers of one newspaper provide an average exactly like that of five hundred thousand readers of another newspaper; the difference between the two groups is solely one of numbers. The buying power of the average multiplied by the total determines the relative worth of all newspaper audiences to advertisers.

The Chicago Evening American has recently completed a study which impressively demonstrates the truth of the above and the might of its market. Advertisers will find time spent in listening to the Boone Man's presentation of this study an investment in more effective advertising in the great Chicago market.

CHICAGO EVENING AMERICAN

a good newspaper now in its TENTH
YEAR of circulation leadership in
Chicago's evening field



National Representatives: RODNEY E. BOONE ORGANIZATION

publisher makes a donation in return for and in proportion to the circulation so obtained, shall be described in the paragraph of Bureau reports devoted to "other sources" of subscriptions.

There was a lively fight in the newspaper division over the question of bulk sales to hotels. Last year, it will be remembered, the Bureau adopted a rule providing that bulk sales should be set up in a separate classification on page 2 of publishers' statements and audit reports of newspapers, and not included in the net paid circulation shown in paragraph 8 on the first page.

This year, a determined effort was made to restore the bulk sales figures to page 1, most of the discussion coming from New York newspaper members as before. Taking part in the debate were Fred A. Walker, chairman of the executive board of the New York *Sun*; Louis Wiley, business manager of the New York *Times*; Max Annenberg, circulation director of the New York *Daily News* and *Sunday News*, and J. F. Bresnahan, business manager of the New York *World*.

The matter also was warmly discussed in the advertising agency and advertiser divisions, with the result that four conflicting resolutions were submitted to the resolutions committee. Under the circumstances, at the concluding session on Friday—and also recognizing the fact that many members had made reservations to leave town on the early afternoon trains—the best the Bureau could do was to adopt the following resolution:

Resolved, That this convention recommends that bulk sales to hotels and to railroads be segregated from other bulk sales in newspaper reports; that the question as to whether these sales be set up on page one or page two be referred to the board of directors, and that we request the Board to give sympathetic and thorough consideration to the views and arguments of each of the divisions interested, affording every opportunity for hearing those who may wish to be heard.

It may be expected, therefore, that this perennial contention will be up for consideration again next year—unless the board of directors

can work out a solution in the meantime, which it probably cannot.

At the 1929 convention, an eloquent band of iconoclasts fought hard and long for radical changes in the rule governing the use of A. B. C. figures for publicity purposes. The convention voted against any basic change but instructed the directors to clarify and simplify the rule if possible, the rule reading like this: "Publishers are not permitted to use the Bureau's figures concerning competitors either through the direct or implied authority of the Bureau in any advertising matter." There has been a change made by the directors during the year, as was related to the meeting by Mr. Thomson.

"The figures," he said, "are essentially the publisher's figures, and when he sends these figures broadcast and allows them to be published in printed circulation manuals they become public information. To those who know the facts, namely, that the figures quoted are the same as those in A. B. C. reports, the natural inference is that the competitor publishing them got them from those reports. But that is a very different thing from saying that the publisher has himself implied in the advertisement that he has Bureau authority for the figures."

"It has long been the practice of publishers to issue for their salesmen data bearing upon the circulation of competitors, and this information has been presented in letters to buyers. The Bureau had no license to object to such perfectly legitimate solicitation because it did not come under the head of advertising. Now our new interpretation of the publicity rule makes it possible for a publisher to use such information in his advertising, so long as the Bureau is not specifically referred to, or there is no reference to an authority for the figures which can reasonably be interpreted as meaning the Bureau."

Even so, the contest to pry up the lid a little farther was waged. The resolutions committee de-

It isn't a gamble

IF you use printed advertising (and who does not?), and it doesn't quite square up with some of your ideas, why don't you say to him or her (whoever handles the details of your printing),

**"try Charles Francis Press
on the next printing job"**

**You have nothing to lose,
and you stand to win some-
thing, whether it be a money
saving or a sort of service
that may be quite new to you.**

Charles Francis Press
PRINTING CRAFTS BUILDING

461 Eighth Avenue

New York

OKLAHOMA CITY HAS NO SLUGGISH MONEY • • • •

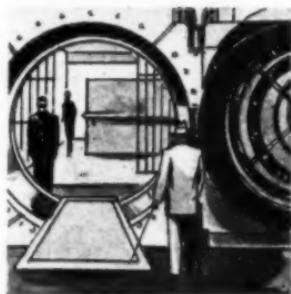
Money in Oklahoma City and its Million-person Market flows easily through the channels that make business and sales opportunities *Good*.

Members attending the state building and loan convention October 23 reported business up to normal. There is a good demand for money, normal withdrawals and equally normal deposits.

This intensifies a story that we have been spreading for months: Oklahoma City has kept a high level of normalcy despite national conditions.

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Retail department store sales show an average of 3.1% increase during the first eight months of 1930. This is the only gain of any city in the Tenth Federal Reserve District. Appreciable gains, never less than 5%, were shown during the stagnant summer months.

The list of gains checks positive all along the line. Building permits, unemployment, postal receipts, banks deposits are nothing less than ideal.

This territory wants to be, and can be, sold to profitably at one low advertising cost through an adequate schedule in the **Oklahoman and Times** ▲ ▲ ▲

THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES
The Oklahoma Publishing Co.
THE OKLAHOMA FARMER-STOCKMAN

Ellis, Special Advertising Agency - New York, Chicago, Detroit, Atlanta, Kansas City, Dallas, San Francisco

Oct. 30, 1930

**552,764 families
have gone on
record as
to their buying
habits and
economic status
in the
Emerson B. Knight
consumer study
of Detroit
and area
sponsored by
The Detroit Times.
Call in the
Boone Man and
get the facts.**

"THE TREND IS TO THE TIMES"

Represented Nationally by the RODNEY E. BOONE ORGANIZATION

liberated for long hours on this drastic resolution:

Resolved. That any newspaper member of the A. B. C. shall be privileged to use for publicity or advertising purposes any or all facts and figures contained in any report issued by the A. B. C. but the distortion or misrepresentation of such A. B. C. facts or figures shall subject the offending paper, in the absence of a public retraction, to immediate cancellation of his membership by the board of directors.

The ultimate decision was that it represented such a revolutionary procedure that it should be referred to the board of directors without recommendation so that further study could be made. In other words, the publicity rule remains substantially as it has been for a long time.

Attention was given to the matter of the analysis of peak circulation. The Bureau's rules and regulations provide that when any issue used for analysis shows a total circulation greater by 10 per cent or more than the average for the period, attention should be called to that fact in reports. As applied up to now, however, the rule did not specify what particular issue shall be used. Hereafter the Bureau's procedure will be shaped in accordance with the following resolution adopted by the meeting:

Resolved. That when the circulation of the issue of any publication selected for analysis is greater or less than the average circulation for the period, the percentage of difference between the circulation of that issue and the average circulation for the period shall be stated in the paragraph relating to that analysis.

Managing Director Harn, in his study of ways and means of inducing advertisers and agents to make a wider use of the Bureau's reports, got the idea that a map depicting the trading areas could well take the place of the verbal description now provided in paragraph 12 of the newspaper form. The Bureau agreed to the plan by passing this resolution:

Resolved. That the Bureau adopt an outline map as a method of showing the trading area in place of the verbal description now provided in paragraph 12 of the newspaper form and that each newspaper be assessed its pro rata share of the total cost of preparing maps and making cuts.

Maps, therefore, will appear on the revised newspaper form now under consideration. It has been established that such maps will visualize instantly the various trading areas, making them much more definite and understandable than are the verbal descriptions heretofore used.

"The plan is entirely practicable," Mr. Harn says, "inasmuch as an outline map of sufficient size, showing county lines, the names of border towns and the eight largest towns within the territory can be inserted in the space now devoted to the verbal description. The cost to the newspaper, covering the preparation of maps and making of cuts, will be small. No paper, large or otherwise, will be required to pay more than \$5 or \$6, and this cost will be the final one."

A resolution submitted by the magazine division provided that "a magazine's regular price for a one-year subscription, or a multiple year's subscription, shall be printed at the masthead of the publication." On account of several factors involved, the Bureau voted that this resolution be referred to the board of directors for careful study and possible action.

The by-laws were changed to provide that hereafter new members will be admitted on a vote of thirteen or more directors. Previously, seven votes were enough, but this was an inheritance from the day when the board was smaller than now.

Election results follow:

Advertising Division—For two years: Ralph Starr Butler, General Foods Corporation, New York; C. F. Goldwaite, Canadian National Rys., Montreal, Can.; Wm. A. Hart, E. I. du Pont de Nemours & Co., Wilmington, Del.; L. B. Jones, Eastman Kodak Co., Rochester, N. Y.; Arthur H. Ogle, Bauer & Black, Chicago; William H. Dryden, publicity director, retail division, Sears, Roebuck & Co., Chicago. For one year: M. F. Rigby, Studebaker Corp. of America, South Bend, Ind.

Advertising Agency Division—John Dickson, Mitchell, Faust, Dickson & Wieland, Inc., Chicago.

Business Paper Division—Mason Britton, McGraw-Hill Publishing Co., Inc., New York.

Farm Paper Division—Marco Morrow, The Capper Farm Press, Topeka, Kans.

Magazine Division—F. W. Stone,

Review of Reviews, New York.
Newspaper Division — David B. Plum, *The Troy Record*, Troy, N. Y.; H. A. Sprague, *St. Joseph News-Press*, St. Joseph, Mo.

These are all re-elections with the exception of Mr. Dryden, who succeeds Stuart Peabody, of the Borden Co., New York, and Mr. Dickson, who succeeds Ernest I. Mitchell, president of Mitchell, Faust, Dickson & Wieland, Chicago.

At a called meeting of the board, these officers for the coming year were chosen:

President, P. L. Thomson, public relations director, Western Electric Company, New York; vice-president, F. R. Davis, General Electric Company, Schenectady, N. Y.; second vice-president, S. R. Latshaw, Butterick Publishing Company, New York; third vice-president, David B. Plum, Troy, N. Y.; secretary, T. F. Driscoll, advertising manager Armour & Co., Chicago; treasurer, E. R. Shaw, *Power Plant Engineering*, Chicago.

O. C. Harn who, by a rising vote, was thanked for the efficient work of himself and staff during the last year, continues as managing director.

This was the first convention of the Bureau which had no official social functions. The annual dinner, which in recent years has been attended by upwards of 2,000 people, was eliminated, as was told in a recent issue of *PRINTERS' INK*. The members, substantially of one accord, were enthusiastic in voicing their approval of the innovation.

The A. B. C. annual dinner is definitely dead and decently laid away. In its place will be a general session at which addresses will be made without distracting influences—a session similar to the one of last Thursday morning which was addressed by Mr. Butter and Mr. Benson.

Join Advertisers Company

Harvey G. Helm, formerly with The McCarty Company, Los Angeles advertising agency, has joined The Advertisers Company, of that city, as copy chief and assistant director of new business.

Marjorie Wilkison, founder of the Southern California Fashion News Service, has also joined The Advertisers Company.

Home Magazine Publishers Elect J. I. Wood

J. Irland Wood, United Publishing Company, Kansas City, Mo., was elected president of the American Home Magazine Publishers, Inc., at that organization's annual meeting at Chicago last week. C. D. Bertolet, *Cloverleaf American Review*, was named vice-president.

M. F. Hayes, *Mother's Home Life*, Chicago, is the new secretary. George W. Weatherby, Boyce Publishing Company, Chicago, was elected treasurer.

The new president was commissioned to appoint a committee to work out a three-year promotional program for the association and the media and markets which it represents.

Grover Agency Opens Toledo Office

The William J. Grover Company, Lima, Ohio, advertising agency, has opened an office at Toledo, located in the Ohio Bank Building. The personnel of the new office includes W. J. Grover, H. E. Murray, F. C. Miller and Julia Dimond.

H. B. Lentz, formerly art director of The Fawn Art Studios, Cleveland, has joined the Grover company as art director and will be located at the Toledo office.

Succeeds H. G. Hoffman with Allis-Chalmers

Howard P. Hooper has been appointed advertising manager of the tractor division of the Allis-Chalmers Manufacturing Company, Milwaukee. He succeeds Harry G. Hoffman, who has resigned to become manager of the newly opened Milwaukee office of the Acme Sound Products Company, producer of commercial talking pictures.

Eldred and Jickling with Campbell-Ewald

A. J. Eldred, advertising manager for the last eight years of the Hudson Motor Car Company, Detroit, has joined the staff of the Campbell-Ewald Company, advertising agency of that city. C. M. Jickling, formerly with Evans-Winter-Hebb, Inc., has also joined the Campbell-Ewald agency.

New Account to Reimers & Whitehill

The Standard Motor Construction Company, Jersey City, N. J., has appointed Reimers & Whitehill, Inc., New York advertising agency, to direct the advertising of its marine Diesel engines.

Appoints Wesley Associates

The Mountain Mill Company, Lee, Mass., manufacturer of Kaban parchment paper, has appointed The Wesley Associates, New York advertising agency, to direct its advertising account.

THE NEWS • NEW YORK'S PICTURE NEWSPAPER
*Tribune Tower, Chicago • Kohl Building, San Francisco
 News Building, 220 East Forty-Second Street, New York*

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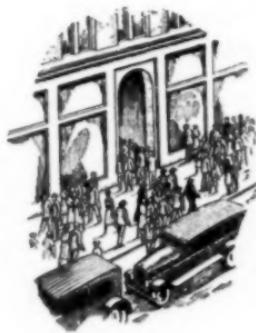
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THE company you keep
 with other advertisers is not a good reason
 for buying any medium...but the company
 you keep with millions of New York readers
 is a good reason for buying The News!

Meat Concern Advertises for the Return of Beer

A PLEA for the return of 2.75-per-cent beer is the subject matter of an advertising campaign just opening in New York—a campaign sponsored, not by brewery interests, nor by an association opposed to prohibition, but by a business enterprise engaged in the making and sale of meat products.

In large space—close to full pages in New York newspapers, the firm of Adolf Gobel, Inc., is advertising for the return of beer for two reasons:

1—By the statement of the president, Frank M. Firor, the company is "downright" convinced that its fight for beer is "a worthy fight, necessary and true to the ideals of American industry and citizenship"; and

2—The return of beer would aid—by increasing consumption—the sale of the company's products.

By Mr. Firor's statement, here is an instance in which an advertiser advertises an activity in which the advertiser has no direct financial interest.

"Neither Adolf Gobel, Inc., nor any of its executives have any financial interest in any brewery," Mr. Firor says, "or have consulted with any brewing interests or anti-prohibition advocates in the political world.

"We believe that home life—what the Teutonic element in our citizenship calls *Getmuthlichkeit*—will be fostered and stimulated by the serving of refreshing beer. We also sell in large quantities to restaurants, and we believe that the consumption of our meats will be aided when restaurant patrons are again served good cooling glasses of beer, to say nothing of the digestive and dietetic value of a good glass of beer."

By present plans, the advertisements, confined to New York City newspapers, are to appear every other week; and the campaign is to continue indefinitely. Later, it is planned, the space will be diminished to the end that the copy may appear more frequently.

Western Agency Council Meets

The Western Council of the American Association of Advertising Agencies devoted its fall meeting at Chicago last week to an all-day discussion session centering on three major subjects—the small agency, newspapers and radio advertising. Members of the board of directors of the association, who had attended a board meeting on the previous day, and a number of agents from the East also attended. Frederic R. Gamble, executive secretary, presided.

The entire morning session was given over to the problems of the small agency, a number of which, it was brought out, are prospering and growing. Their strength in the minds of the advertiser and the large agency competitor, how small agencies hold accounts, and why others lose accounts which they have built up were leading topics of the discussion. How the smaller agency can get new business, how it can handle large accounts, how the Four A's can benefit the smaller agency and mergers and consolidations were among the other subjects covered.

In respect to newspaper advertising, the local and national rate situation, free publicity, the high cost of newspaper selling and the value of local trade aid were points covered. Radio advertising was considered in respect to radio network relations, "spot" broadcasting, the proposed Four A's radio information bureau and station representation and rate differentials.

Appointed by Trade Periodical Company

Robert C. Marley, formerly with the Mitchell-Faust Advertising Company, Chicago, has been appointed general manager of the Trade Periodical Company, of that city, publisher of *The Furniture Journal* and *The Embalmer's Monthly*. He was also formerly vice-president of The Caples Company, Chicago advertising agency.

Appoints Lyddon, Hanford & Kimball

The A. G. Stevenson Company, Inc., Rochester, N. Y., manufacturer of Havilite pencils, has appointed the office at that city of Lyddon, Hanford & Kimball, Inc., advertising agency, to direct its advertising account. Magazines will be used.

Joins Cleveland Printer

Frank M. Wulf, for many years in charge of the advertising department of the W. S. Tyler Company, Cleveland, and, recently, with the Caxton Company, of that city, has joined the Eisele Printing Service, also of Cleveland.

Death of G. F. Hale

George F. Hale, formerly owner and publisher of the Salt Lake City *Tele-gram*, died on October 25 at San Francisco. He was forty-nine years old.

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What We Can't Sell, We Can!



Florida citrus starts with a bang! More than 6,000 payroll people begin work in canning alone, for by-product factories at last are geared up to absorbing all culls and surplus.

A record crop—better fruit than ever before; contract prices assure growers revenues exceeding even the \$80,000,000 gross of last year.

With the fruit fly embargo lifted, Southern and Western markets already have placed orders two to three times those of last year.

***"Florida's Foremost Newspaper" gears
up your advertising to immediate cash.***

The Florida Times-Union

JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.

New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco

Member of the 100,000 Group of American Cities

YOUNG & RUBICAM

•

LORD & THOMAS and LOGAN

•

ERWIN, WASEY & COMPANY

•

RUTHRAUFF & RYAN, Inc.

•

N. W. AYER & SON, Inc.

•

NEWELL-EMMETT COMPANY

•

LAMBERT & FEASLEY

•

H. K. McCANN COMPANY

•

J. WALTER THOMPSON COMPANY

•

BATTEN, BARTON, DURSTINE & OSBORN, Inc.

•

H. W. KASTOR & SONS

•

FAXON, Inc.

•

THESE twelve advertising agencies spent two million dollars net in True Story during 1930 — 37% above 1929

Inc.

ad- and 73% above 1928 . . . Further
wo indication that True Story is
ory bringing satisfactory results to
929 national advertisers. > > >

IN the five year period since 1925, The Detroit Free Press shows a gain in its advertising lineage on men's clothing totaling 50%.



BOTH other evening newspapers in Detroit show losses. One of 3%—the other 33%.



JUST a short time ago in these columns we reported the fact that in this same five year period The Free Press was the only Detroit news-

paper to show a gain in women's wear advertising.



AS has been previously remarked, we make this report of lineage not in a sense of being boastful, but largely as a matter of current information of use to space buyers in indicating trends and conditions with respect to advertisement purchasing in the Detroit area.

The Detroit Free Press

VERREE &
National

New York

Chicago

Detroit

CONKLIN, INC.
Representatives



San Francisco

New Business Books

FOR men engaged in advertising, for clients, agents and publishers, the eye of interest will light first, in this week's section of the new-book bookshelf, upon a bright and inviting volume from the pen of one who turns advertising inside out, from a critic and commentator who, in the pages of *PRINTERS' INK*, has derived and still derives from his critiques and comments and chronicles a world of fun for himself and for his readers—Groucho.

Now Groucho, himself, would be the first to prove—and prove his point he would, with a classic order of satire—that his stuff is far from light. Yet there is contrast between his work and the other books in the present survey, contrast enough to provide a spice of variety. The others we shall examine first.

* * *

The Art of Business Reasoning, by H. G. Schnackel (John Wiley & Sons, Inc.). A companion volume to the same author's "Art of Business Thinking." The present work carries to a conclusion the material in the first volume; for it sets forth, step by step, the procedure to be followed in the solution of business problems.

The groundwork is an exploration of the principles of logic. The starting point is a consideration of types of thinking—"day dreaming," spontaneous, rationalizing, reflective and creative. The author guides the way through the processes of getting at significant facts and of interpreting them. Such a work could scarcely sidestep the technicalities of exposition that attend an examination of mental workings, could hardly avoid mention and definition of such terms, for instance, as "syllogism" and "enthymeme" and "prosyllogism" and "episyllogism." Nor does it sidestep, but cuts through, courageously; and the effect is as if the author were blazing the technical trees through his forest to mark his course, and thus turning difficulty to advantage.

The Model Stock Plan, by Edward A. Filene (McGraw-Hill Book Company). "Of necessity," says the retailer-author, "I speak as a store executive must speak. My field of distribution has been the department store, my data largely that of the department store, my examples those of the department store. But that does not mean that this is a book about the department store. It is a book about distribution."

The style is straightforward. Thus, Chapter 1 opens: "This book is written to show you how you can strengthen your business and increase its total profits by applying to your own business the principles that made Ford and Woolworth so extraordinarily successful. These principles are basic. They apply to all lines. They apply to your business, no matter how high-priced goods you sell."

The basis of the present work was Mr. Filene's earliest book, "More Profits from Merchandising," which appeared in 1925.

Although obviously the book is related to no particular business moment, there are thoughts between its covers that seem to apply, coincidentally but most pertinently, to the present. Thus, in defining a model stock, Mr. Filene explains:

A Model Stock is a whole stock of bargains, in the sense that a more than ordinarily good value is a bargain. It offers a complete stock at three standardized prices, a stock that sells more goods more profitably than any incomplete, less carefully selected stock even twice or three times as large.

And again:

Here is the first essential of good will: No matter how pleasant we may be, no matter how attractive may be all the features of our store, we cannot have any profitable good-will unless we have the goods the customers wish. A store filled with desirable free services but containing no goods could have no salable good-will.

The three standardized prices prescribed by his plan are defined by the author as:

Cheapest Full-Line Price—The lowest price at which any class of goods can be produced and sold, provided the goods are of such good

quality that customers will buy them again and again.

Best-Selling Full-Line Price—The intermediate price at which all of our customers buy at one time or another, at which most of our customers buy all the time and at which we, consequently, sell the most goods.

Highest Full-Line Price—The highest price at which their incomes will allow the great majority of our customers to buy.

In his preface, Mr. Filene, attributes the clear and straightforward style of the book to his collaborator, Arthur Van Vlissengen, Jr.

* * *

Business Letters—Their Preparation and Use, by Henry A. Burd and Charles J. Miller (McGraw-Hill Book Company, Inc.). The authors, both members of the business-administration faculty at the University of Washington, have compiled a handbook on business correspondence.

A generous section—154 pages—is devoted to follow-up campaigns. The book gives liberal treatment, also, to sales letters used by representative concerns, with statements from the users concerning the results. A "how-to" book that tells how to write selling letters, adjustment letters, collection letters, credit letters, letters to the trade, to salesmen, to farmers, to women, to the younger generation, to professional men. The book is indexed as to subjects and sub-topics.

* * *

Strategy in Handling People, by Ewing T. Webb and John J. B. Morgan (Boulton, Pierce & Co.). Extensive reading and much research have produced a book in which some readers will find ideas applicable to life, while others, with a psychological bent, will find interesting cases of somewhat odd behavior on the parts of giants of history and of current times.

The authors—Mr. Webb used to be a copy man with the J. Walter Thompson Company and Professor Morgan, a specialist in psychology, on the faculty of Northwestern University—have combed the records of the lives of outstanding figures to reveal, in an organized anthology of anecdotes, how these men have dealt with their fellows.

The examples range from Chesterfield and Nelson and Napoleon through Franklin and Bok to Ford—an imposing parade of several hundred names.

* * *

What Groucho Says, by Groucho (Harper & Brothers). Readers of PRINTERS' INK know Groucho well. With sympathy in their hearts—although you'd scarcely dare sympathize with him to his face—they've followed him through the short but sprightly annals of his relations with Boss and King and Gent. Treas. and Skippington and Gates—not omitting, of course, The Clients, for whom he creates advertising and buys theater tickets and shaggy dogs and spittoons.

To PRINTERS' INK readers, however, Groucho-in-book-form presents two facets that are new. One is a prefatory interview that, setting out to explain why Groucho writes, culminates pyrotechnically as follows:

That the Song of the Advertising Agency may reverberate down through the ages. That the soul of the agency may shine forth in all its glorious purity. That other agents may read with gleaming eyes and say, "Ah, even so am I." That clients may read with tears afloat and let the flower of their nobler nature peek through the ooze that buries its roots, and, as the evils of their nature may be purified by reading my words, that they shall appreciate the benign, faithful, unselfish and untiring efforts that we agents make night and day in their behalf. Aye, so much so that they shall pay their bills without protest, stay with us till death shall us part and unite with us in our noble desire to fill the homes of all consumers with beautiful and costly things, fill their systems with rich and expensive foods, fill their medicine chests with infallible remedies and thus bring about the millennium, aye, even the millennium of yeast and filmless teeth.

The other new gleam is a Glossary of Terms, "some of them used in this book." Here we find, among other facts, that an Account Executive is one who "executes accounts, sooner or later"; that an advertising manager is "a tiger of many stripes, a leopard of many spots, a lamb of much fuzz and wool, or a bantam rooster full of crows."

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I Like My Climate Very Soft Boiled

ABOUT this time of year, if my memory serves correctly, erudite Easterners are skating around on the moth balls from which they have excavated red flannels and ear muffs. The long winter is about to set in. J. Frost will soon leave the window panes coated with white for Junior to melt with the tip of his nose as he watches Dad go slithering to the station. None of this dismal scene for me. And none of it for more than three million other Southern Californians. We, the people of this first part, representing more than a fourth of the total population of the eleven Western States, know what we want and get it. The best climate, clothes and cars, shall not perish from this particular portion of the earth. ☺ ☺ ☺ The Examiner is found at more breakfasts than any other paper in Southern California. If you want the finest market in the West, speak now or forever hold your peace. Have we your schedule?

LOS ANGELES EXAMINER PUT YOUR MESSAGE BEFORE THE MODERNS

Advertising Specialty Association Is Reorganized

THE Advertising Specialty Association adopted a new plan of organization at its recent annual meeting at Chicago. To increase the scope and benefit of association activities, the membership has been divided into two federated organizations, the division being based on the way the products are distributed. A central organization, to be known as the Advertising Specialty National Association and consisting of a board of nine directors, will represent the combined interests of the field and co-ordinate general activities of interest to all groups in the industry.

The federated organizations will be known as the Association of Advertising Specialty Manufacturers, Importers and Jobbers, and the Association of Advertising Specialty Manufacturers. Membership of the former group will be composed of manufacturers and jobbers who sell at least 60 per cent of their products to jobbers, and of distributors who operate on a jobbing basis. The latter group consists of manufacturers of advertising specialties who sell 60 per cent or more of their products direct.

Each group has its own set of officers and executive committee. The executive committees elect representatives of their respective associations to serve on the board of directors.

The new plan, it is believed, groups the members in such a way that more effective interchange of ideas will be possible. Under the previous centralized plan of organization, companies whose merchandising problems varied greatly were grouped in a single unit. The new plan permits of more intensive attack on those problems by separate groups whose interests are common.

Charles R. Frederickson, of the American Art Works, Coshocton, Ohio, was elected president of the Advertising Specialty National As-

sociation. Carroll H. Sudler, of the Ketterlinus Lithographic Manufacturing Company, Chicago, was named vice-president and J. B. Carroll, of the J. B. Carroll Company, Chicago, is treasurer. Bernice Blackwood is executive secretary and will also serve in that capacity for the other two associations.

Directors of this group are:

Theodore R. Gerlach, The Gerlach-Barklow Co., Joliet, Ill.; D. W. Campbell, Texas Novelty Advertising Co., Hillsboro, Texas; A. Van Sledright, Grand Rapids Calendar Co., Grand Rapids, Mich.; R. L. Jung, George H. Jung Co., Cincinnati; A. Selikowitz, Metropolitan Importing and Manufacturing Co., New York; and Charles B. Goes, Jr., Goes Lithographing Co., Chicago.

Mr. Gerlach was also elected president of the Association of Advertising Specialty Manufacturers, with Mr. Carroll as vice-president.

Mr. Goes is the president of the Association of Advertising Specialty Manufacturers, Importers and Jobbers. Mr. Campbell is first vice-president. F. A. Schneider, of the Ketterlinus company of Philadelphia, and A. W. Myers, Myers Manufacturing Company, Harrisburg, Pa., are second and third vice-Presidents, respectively.

Randolph Clothing Elects M. N. Franklin

M. N. Franklin has been elected a member of the board of directors of the Randolph Clothing Company, a division of the Curlee Clothing Company, St. Louis. He has been with the Curlee organization in various sales capacities for sixteen years.

Appointed by "Chicago Herald and Examiner"

E. J. Lewinski, manager of the advertising service department of the *Chicago Herald and Examiner*, has been appointed director of promotion and advertising service. He has been with that newspaper for several years.

American Ironing Machine to Homer McKee

The American Ironing Machine Company, Chicago, has appointed The Homer McKee Company, Inc., Indianapolis advertising agency, to direct its advertising account.

Not Even CLOSE!



**Worthy of repetition:
No other San Fran-
cisco newspaper
even approaches the
city and suburban
circulation of the**

**DAILY
San Francisco
EXAMINER**

**[P. S.—19 out of 20 San Francisco
families read the Sunday Examiner]**

Selective Selling

"Successful business managements today have developed a 'cream separator' technique. Concerns which grow amid today's keenly competitive conditions have learned to take nourishment from markets rich in profit . . . and to waste little or no effort on markets that are too lean to furnish a living"

—from an editorial by W. C. Dunlap,
Vice President in charge of Sales,
American Multigraph Sales Company

THE TRUE Cleveland Market is 35 miles in radius, more than a million-and-a-half in population. To be most effective and profitable, Cleveland newspaper advertising and personal sales work from a Cleveland headquarters should be confined to this small and compact area where consumers are thickest and sales costs lowest.

With few exceptions, only people living within the 35 mile radius trade in Cleve-



The

MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of MEDIA RECORDS, INC.

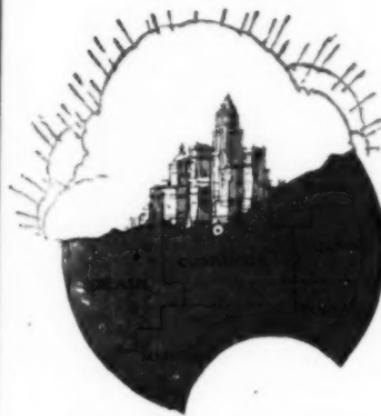
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Pictured above is the TRUE Cleveland Market, small and compact, 35 miles in radius, 1,532,169 in population. Only within this area does Cleveland newspaper advertising function profitably.

land stores and read Cleveland newspaper advertising. The Cleveland Press with 94.1% of its total circulation concentrated in the TRUE Cleveland Market, among people of all classes and wealth, offers unusual opportunity to eliminate waste and build profits in this rich area.

The Cleveland Press

A SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

CHICAGO · SAN FRANCISCO · LOS ANGELES · DALLAS
DETROIT · PHILADELPHIA · BUFFALO · ATLANTA

Your Marketing Problem is different . . .

that is why we analyze **FIRST**

● As different as merchandise itself, are the *problems* that confront merchandising in any market. The Great Seattle Market has been *clarified*, through a thorough house-to-house study of its different phases, by the Post-Intelligencer. Your nearest Post-Intelligencer representative will show you how 500,000 actual facts of a "Proven Super-Normal" market apply to your individual marketing problems. Get in touch with him. He will be glad to help you.

W. W. CHEW
285 Madison Avenue
New York City

A. R. BARTLETT
3-129 General Motors Bldg.
Detroit, Mich.

SLAYTON P. LA DUE
625 Hearst Building
San Francisco, Calif.

SEATTLE POST-INTTELLIGENCER
A MILLION MODERNS IN THIS MARKET!



Independents in Food Field Strengthen Position

Rise of Chains Has Brought Co-operation for Independent from Wholesalers and Others—Sixth Article of the Chain Store Series

By M. M. Zimmerman

IN the grocery field, where chain competition has been most aggressive, comparatively few manufacturers have advanced co-operative selling plans to help the independent. In fact, the special price concessions and other special considerations that the food manufacturer has made to the chains, have been contributing causes to help make the independents' position insecure.

The gradual return of the independent to a stronger position in retailing is attributed mainly to the leadership assumed by the more representative jobbers and other individuals and associations as organizers of various types of co-operative dealer organizations. These organizations are not only duplicating the chain methods in merchandising but are going in for national advertising. Two of the most powerful jobbing concerns, Reid, Murdoch & Co., and Sprague, Warner & Co., both of Chicago, have entered the field of national advertising and announced a definite policy of confining their lines exclusively to the independent trade.

Reid, Murdoch & Co. are merchandising their Monarch Brand products through more than 40,000 independent retailers. This concern has been in business seventy-seven years. S. M. Armstrong, sales manager, in discussing the reason for the company's decision to limit "Monarch" products to independents exclusively, states: "There will always be a percentage of the population which demand high quality merchandise, and which want, when necessary, to telephone their orders to their grocer with the assurance that it will be filled as carefully as though they selected the merchandise personally, and which prefer to avail themselves of the type of service rendered by the progressive independent merchant.

We have made available to our independents exclusive merchandising features that, properly applied, give him a store superior in appearance to any competition, and which automatically increase his business."

Ezra J. Warner, president of Sprague, Warner & Co., in answer to the question, "What influenced your company in its decision to confine its products to the independent?" stated: "We learned long ago that quality merchandise does not do well in stores where emphasis is always upon low price and rarely upon quality; and that consumers cannot rely upon receiving quality from such a source. This truth served only to confirm us in our determination to make common cause with the independents and distribute altogether through selected outlets of this type. Our effort is, and will be, to show in our advertising the real superiority of our lines over others and the advantages to the consumer of trading with stores where quality rather than low price is the keynote of the service rendered."

The Voluntary Grocery Chains

Let us turn now to the voluntary grocery chains. We have already stated that to J. Frank Grimes, president of the Independent Grocers Alliance, belongs the credit of awakening the dealer to a realization of the inherent possibilities of the independent. Some of the I.G.A. policies were discussed in an article that appeared in the August 14 issue of *PRINTERS' INK* entitled "Can Lower Prices Take the Place of the Advertised Brand?"

Any independent can become an I.G.A. member. Membership involves no fee of any kind. The dealer is not asked to make a deposit of money or to pay dues; he is not required to purchase any

stock. He joins with the I.G.A. jobber in his territory and pays him \$3.50 weekly, for which he receives the following service:

1. The advantages of the group's buying power.

2. Complete service in store arrangement, management, pricing, credit and collection plans, inventory and bookkeeping system.

3. A merchandising plan containing a complete program for "A Grand Opening" and special sales.

4. Advertising that includes a newspaper advertisement each week, dealer helps, advertising material for special local and national sales, 250 copies of "Store News" every other week, with dealer's name, address and telephone number printed thereon. All this is tied up with the regular national advertising program.

Only under a co-operative arrangement can the independent for so small a sum enjoy such benefits, which heretofore have been the dominating advantage of his chain competitor.

Nearly every grocery voluntary association is patterned more or less along the I.G.A. set-up. These voluntaries represent combinations of retailers or jobbers, or both retailers and jobbers, organized solely for the purpose of utilizing co-operative buying and advertising. There are between 500 and 600 of these groups, representing a membership of over 60,000 independents, with a business volume, approximately, of over three billion dollars annually. There are groups combining the wholesale and retail functions, where each member must become a stockholder, as for example, the Frankford Grocers' Association of Frankford, Pa. Member dealers profit by various co-operative features such as group meetings, insurance, both life and fire, advertising, collecting and credit information. Besides, they enjoy the advantage of volume buying.

Another type that compels members to become stockholders in the voluntary is the Grocers' Wholesale Company of Des Moines, which operates a highly successful voluntary, with a membership of 700 independent dealers.

"We hold our members because they are the ones that finance this organization, and in order to maintain the value of their stock, they must co-operate with us and do their part," states E. E. Peck, manager of the company. "We have been successful only because we do the buying and our members devote their time to selling which takes a great burden from their shoulders."

Advertising Jointly—Buying Independently

There are voluntaries that advertise jointly but buy independently. Voluntaries operated by wholesalers; voluntaries where wholesalers are partly owned by retailers; voluntaries where independents give up control to a committee of both retailers and wholesalers; voluntaries organized by outside capital, that delegate the jobber to execute the plans of the organization; voluntaries that sell a franchise and work on a percentage basis. In other words, the groups vary from an ordinary co-operative buying association to a highly specialized organization that controls the entire policy of the independent members—where the organization is divided into buying, merchandising and advertising departments, each department under the control of a member executive, who devotes his time exclusively to the creation of ideas and to new selling forces to be passed on to dealer members.

The Clover Farm Stores Company of Cleveland started in 1926 with 117 stores. It operates a regular grocery chain. The stores are individually owned, but strict discipline and complete supervision are maintained over each store.

"We carry on an advertising program similar to that of the regular chains," states George E. Green, president. "In some of our territory our advertising is even greater than that of the regular chains. Our strong feature, of course, is the Clover Farm brand, which is sold exclusively through members, from which we derive a royalty."

The Volunteer Food Stores, operated by King-Dobbs & Co.,

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Stores,
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September Lineage In Los Angeles

Local Display

Los Angeles Times . . 803,348

1st Afternoon Newspaper	737,814
2nd Morning Newspaper	589,862
2nd Afternoon Newspaper	384,286
3rd Afternoon Newspaper	251,118
3rd Morning Newspaper	202,118

National Advertising

Los Angeles Times . . 272,986

2nd Morning Newspaper	250,894
1st Afternoon Newspaper	242,172
2nd Afternoon Newspaper	140,910
3rd Afternoon Newspaper	56,252
3rd Morning Newspaper	55,286

Classified Advertising

Los Angeles Times . . 461,678

2nd Morning Newspaper	408,590
1st Afternoon Newspaper	165,172
2nd Afternoon Newspaper	60,830
3rd Morning Newspaper	48,622
3rd Afternoon Newspaper	18,956

Los Angeles Times

Eastern Representative: Williams, Lawrence & Crammer Co., 360 N. Michigan Blvd., Chicago, 285 Madison Ave., New York. Pacific Coast Representative: R. J. Bidwell Company, 742 Market St., San Francisco. White Henry Stuart Bldg., Seattle.

Chattanooga, Tenn., divide control between wholesalers and the independents. Four directors are elected from the retailers and four from the members of King-Dobbs & Co. Henry King, president of the latter company, states: "Our members are deriving many benefits that were not available in the past. Gradually manufacturers, who realize that it is to their interest to keep the individual merchants in business, are showing an inclination to co-operate with our group and give them an equal opportunity with the chain-store system."

The "Plee-Zing" Plan

The George W. Simmons Corporation, St. Louis, which operates a voluntary merchandise service under the "Plee-Zing" label, works with both manufacturer and jobber. Over eighty manufacturers and approximately 110 jobbers are tied up with this plan, serving a large number of independents. First a group of manufacturers were interested to produce the "Plee-Zing" products with a guarantee of uniform quality and to be sold under a money-back guarantee of satisfaction. The manufacturer must co-operate with the wholesale and retail members. He must also guarantee that he will never sell his products at a price higher than the lowest price at which he sells the same quality under another name. If he fails to maintain the quality established for the "Plee-Zing" standard or his manufacturing and operating conditions make it impossible for him to continue to serve the organization competitively, he may be replaced.

Each manufacturer retains his identity by placing his name on the "Plee-Zing" label. Wholesalers are selected for given localities as distributing agencies. The "Plee-Zing" merchandising service includes a regular weekly selling schedule for each member; a complete window display lithographed in colors to tie up with those items to be featured each week during the year. Each retailer also receives the advantage of the co-operative twenty-four sheet poster advertising, which started in

March, 1930, with 2,830 showings scattered through twenty States, from Maine to Florida.

A well managed chain-store system can perform the function of distribution at a cost of 19 to 20 per cent, including a satisfactory operating profit. The wholesale grocer, who has passed through the organization and experimental period of a voluntary group activity, is able to sell to its member customers at a gross profit of 8 per cent, including a satisfactory net profit. The independent member can operate, including his profit, at an average of 18 per cent. The voluntary group activity can therefore perform the function of service distribution from the manufacturer to the consumer at a cost of 26 per cent which is 6 per cent in favor of the chain-store system. With only this differential between "Service" and "Cash and Carry" it would seem that the independent should continue to operate profitably and retain the greater share of the retail food business.

To check up the actual benefits of the new selling forces, derived by members of voluntaries, four questions were asked of a number of grocer members. The answers received vary but little, and so the most representative reply has been selected, received from Trotsky & Perdikis, grocers of Webster, Mass., and members of the Nation Wide Stores. The questions and answers were as follows:

Q. What benefits are you deriving from your membership?

A. First of all it has increased our gross sales to the extent of 20 per cent without a corresponding increase in our overhead. We have been able to obtain quality merchandise at a considerably lower cost than could be possible otherwise. Our Nation Wide jobber has given us greater co-operation that has resulted in our learning a great deal more about modern merchandising. We are reaping the benefits of local newspaper advertising, which our jobber pays for. The Nation Wide Stores have been broadcasting through a Boston station an educa-

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A MILLION MODERNS HAVE A MILLION
VARIOUS NEEDS . . . AND MILLIONS TO SPEND

You'd call it a tough break if there were a million families in New York who couldn't be reached.

But the break's even tougher when you don't bother to go after a million families who can be reached.

What a wad to miss! . . . A million families . . . 801,334 in or within 50 miles of New York . . . all eating as much, dressing as well, living as swankily as any million you can name . . . and with \$2,941,-100,500 to do it on!

It is tough to miss them . . . For they're 34% of all the city families and 49% of all the suburban families who read any standard size Sunday newspaper . . . And for years they have liked their modernized paper enough to pay a dime, which was a nickel premium, for it.

Tougher still . . . You can't reach them in a wandering sort of way . . . 69.3% of them read only the American . . . which makes the American the least-duplicated of standard size Sunday newspapers.

But what a bargain the American is! . . . What a break to be able to reach these millions this way!

SUNDAY NEW YORK AMERICAN

a Million Families are Million Spenders



NOT The Largest in Chicago

**YET only these 10 cities contain
more families than the circu-
lation of the Daily Times:**

New York
Chicago
Philadelphia
Detroit
Los Angeles
Cleveland
St. Louis
Baltimore
Boston
Pittsburgh

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**And our 162,000 circulation
(gained in 13 months) is greater
than the number of families in
any of these 41 cities:**

San Francisco, Cal.
Buffalo, N. Y.
Milwaukee, Wis.
Washington, D. C.
Minneapolis, Minn.
New Orleans, La.
Cincinnati, Ohio
Newark, N. J.
Kansas City, Mo.
Indianapolis, Ind.
Seattle, Wash.
Atlanta, Ga.
Rochester, N. Y.
Jersey City, N. J.

Louisville, Ky.
Portland, Ore.
Toledo, Ohio
Houston, Tex.
Columbus, Ohio
Denver, Colo.
Oakland, Cal.
St. Paul, Minn.
Dallas, Tex.
Birmingham, Ala.
Akron, Ohio
San Antonio, Tex.
Memphis, Tenn.
Providence, R. I.

Omaha, Neb.
Syracuse, N. Y.
Dayton, Ohio
Worcester, Mass.
Richmond, Va.
Oklahoma City, Okla.
Youngstown, Ohio
Grand Rapids, Mich.
Hartford, Conn.
New Haven, Conn.
Fort Worth, Tex.
Flint, Mich.
Nashville, Tenn.

DAILY  **TIMES**
CHICAGO'S PICTURE NEWSPAPER

National Representatives: The Sawyer-Ferguson Co.
Palmolive Building, Chicago 295 Madison Avenue, New York



"Three Somersaults on Deck" is the title of an unusual article in the November issue of **THE ROTARIAN** by Alfred F. Loomis. Here's one paragraph:

"A word of praise from Herreshoff would be like the accolade of knighthood. Drama hung in the still air above the snowy decks of the white defender. But the lips moved and I heard them say only, 'Put her on the wind, please, and then let me go ashore. I don't want to take too much of your time'."

Our readers tell us that articles of this type never fail to grip their interest. Another reason why the November lineage shows an increase of 40.91% over November, 1929.

tional campaign. This also costs us nothing, and it helps materially.

Q. To what extent has it helped you to meet chain-store competition?

A. To a considerable extent, it enables us to meet their prices. With our store front painted bright red, with an attractive Nation Wide sign above the door and window posters advertising weekly money-saving specials, the exterior of the store has taken on an appearance, we believe, equal to any of the modern type of grocery chains. The same can be said of the interior. This fact alone has drawn a great deal of trade that might otherwise pass on to the red-fronted chain stores.

Q. What difficulties, if any, were you beset with in meeting chain-store competition before you joined the Nation Wide Stores and did you receive any co-operation from the manufacturer or the wholesaler that was of any help to you?

A. We received little or no co-operation from the manufacturer and very little from the wholesaler. This was one difficulty that we were beset with before joining the Nation Wide Stores. Again, the fact that we were simply local independents led the trade to believe that we just could not meet chain-store prices. We feel this was perhaps the greatest difficulty that we had to overcome to meet chain-store competition.

Q. Have you any suggestions to offer that will enable the manufacturer and the wholesaler to work in closer co-operation with you and Nation Wide Stores?

A. We of the Nation Wide are very much interested in what we can offer the manufacturer in the way of point-of-purchase advertising of his product. We are also interested in what the manufacturer can offer us in the way of point-of-purchase advertising allowances. On those particular nationally advertised products that we are featuring, some of the manufacturers send their own specialty men to us and take our orders on a no price basis. Our Nation Wide jobber is left to make the price himself. Our suggestion is: Why not eliminate these specialty men and let our

Nation Wide jobber do this work? The saving thus created by the manufacturer through this elimination might well be applied to increase his point-of-purchase advertising allowance to us.

Both the National Wholesale Grocers' Association and the National Association of Retail Grocers are now actively campaigning for the independent retailer. Both have developed and are executing educational campaigns that are not only teaching him better merchandising methods, but, most important of all, also rejuvenating his morale through lectures, meetings and instructive literature. They are constantly sending educational booklets further to impress upon him the value of scientific store keeping.

Reducing Mortality Among Retail Grocers

In Louisville, Ky., The Retail Grocers' Association has worked out a plan to reduce the mortality among retail grocers through credit supervision. When a dealer is found to be in a weak financial state, creditors take over the business and run it under the control of a committee until it is placed on a sound financial basis. Until the dealer pays up his entire indebtedness he is fully under the control of the creditors' committee. If, on the other hand, the committee determines that the dealer doesn't possess the ability to succeed as a retail grocer, it liquidates his store.

The National Association of Retail Grocers in addition to its regular educational campaign is planning to enter the radio field. The broadcasting will be "wholly constructive in nature," writes C. H. Janssen, secretary of the association. "It will be absolutely devoid of attack against other competitive types, and will seek to sell the economic, social and trading advantages of the individual retail merchant and will seek to popularize him in public favor."

The association is also engaged in the production of a course of study for the retail grocery business on a scale beyond anything heretofore attempted which will be

issued under the title "The Retail Grocery Business as a Profession." It has worked out a model store, plans of which are sent to all members. During the last convention at Dayton, Ohio, the model store was set up and its advantages demonstrated to members. It is also producing an educational film, which will present modern merchandising methods, based on the model grocery store, and will be distributed through the various associations to reach the independent.

Business Paper Groups to Meet

The fall conference of the Associated Business Papers, Inc., and the annual meeting of the National Conference of Business Paper Editors will be held jointly at New York next month. The Associated Business Papers meeting will take place from November 5 to 7, with the meeting of Business Paper Editors forming the morning session on November 7.

The conference of the Associated Business Papers will be opened on November 5 with meetings of eleven committees, followed by a general business meeting on November 6. On November 7 there will be an organized meeting of Associated Business Paper salesmen in the Atlantic zone, as well as the meeting of the Business Paper Editors group.

On November 6 the conference will be addressed by President W. C. Platt, L. F. Boffey, W. H. Hennessy, George Lucas and William Le Brecht. John Benson, president of the American Association of Advertising Agencies, will address the informal dinner that night.

Speakers for the following day include L. F. Stoll and Edgar Kobak, who will address the conference during the afternoon session, as well as G. Lynn Sumner, F. M. Feiker and Philip Salisbury, who will speak at the final dinner that evening.

J. W. Poe Appointed by "Refrigerating Engineering"

James W. Poe, at one time circulation manager of the *Architectural Record*, New York, and for some time manager of the sales promotion department of the Reuben H. Donnelley Corporation at its Eastern office, has been appointed business manager in charge of advertising and circulation of *Refrigerating Engineering*, New York.

R. F. Keller with Exline Company

Robert F. Keller, formerly with Cor-day & Gross, Cleveland, and, more recently, with the sales promotion department of the electric refrigerator division of the General Electric Company, has joined the sales staff of the Exline Company, Cleveland printer.

"The United States Daily" Elects R. V. Titus

Robert V. Titus has been elected vice-president of *The United States Daily*, Washington, D. C. For the last three years he has been account representative with Batten, Barton, Durstine & Osborn, Inc. Previously he had been engaged in the publication field, having been advertising director for two years of the *Brooklyn Eagle*. He also has been with the Hearst Newspapers as local advertising manager of the Los Angeles *Examiner*, advertising director of the Rochester, N. Y., *Journal and American* and as manager of the Harlem-Bronx section of the New York *American*. Mr. Titus will make his headquarters at the New York office of *The United States Daily*.

F. C. Miller Joins Grover Agency

Francis C. Miller, formerly with Lynch and Wilson, Inc., Kokomo, Ind., advertising agency, has joined the William J. Grover Company, advertising agency of Lima, Ohio. He will assist the vice-president in charge of the industrial advertising division.

New Radio Network on Pacific Coast

A new network of broadcasting stations has been brought under the direction of the United Broadcasting Company, with headquarters at Los Angeles. Frederick C. Dahlquist, formerly head of the American Broadcasting Company, will manage the new network.

New Account for Nourse & Thompson

The Factory Stores Company, Cleveland, which furnishes a lunch service to industrial plants, has appointed Nourse & Thompson, Inc., advertising agency of that city, to direct its advertising account. Business papers and direct mail will be used.

Furida to Wesley Associates

Furida, Inc., American representative for Derwen Mills, London, England, manufacturer of Angora yarns, has appointed The Wesley Associates, New York advertising agency, to direct its advertising account. Brucks & Peyer, New York, are selling agents for Furida.

H. F. Price with World Wide Advertising

Henry F. Price, formerly manager and treasurer of the Putnam Pump Company, Greenwich, Conn., has been appointed vice-president of the World Wide Advertising Corporation, New York.

Daily" is selected vice-president of the *Daily*, last three years. Frank Osborn, engaged in local advertising of the *Daily*, has been a member of the Los Angeles Board of the American Legion in the Bronx section. Mr. Osborn is a member of the Legion in the Bronx section. Mr. Osborn is a member of the Legion in the Bronx section.

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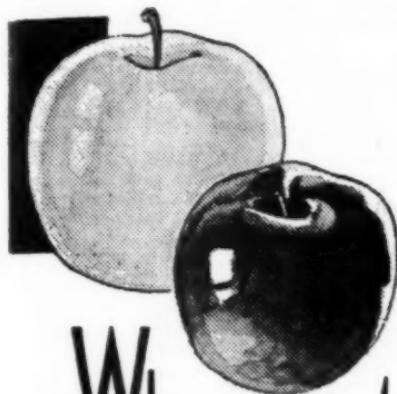
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Who cares about size ...it's flavor that counts

The size of an apple or the size of a newspaper have nothing to do with its goodness.

The test for apples is *taste*; the test for newspapers is *purchasing power*.

The News may not have the largest number of readers, but it will give you the greatest number of buyers.

Prove it? *Of course*. Emerson B. Knight's certified consumer study of Cleveland shows that News families are far above the average in purchasing power.

When you advertise to News readers you reach Cleveland's buyers.



THE CLEVELAND NEWS

George A. McDevitt Co.
National Representatives

100,000 Group Re-elects

MEETING at Chicago last week, the 100,000 Group of American Cities, comprising approximately 100 newspapers in cities of 100,000 or over, re-elected its entire list of 1929-1930 officers. Walter A. Strong, of the *Chicago Daily News*, thus remains for another term as president. George M. Burbach, of the *St. Louis Post-Dispatch*, is vice-president, and Leslie M. Barton, of the *Chicago Daily News*, secretary-treasurer. The directors are Harvey R. Young, of the *Columbus Dispatch*; Harry T. Watts, *Des Moines Register and Tribune*; John F. Tims, Jr., *New Orleans Times-Picayune*; Wm. L. McLean, Jr., *Philadelphia Bulletin*; W. F. Schmick, *Baltimore Sun*; Herbert Ponting, *Detroit News*; E. E. Robertson, *Kansas City Star*, and W. J. Hofmann, of the *Portland Oregonian*.

Shifting from its former policy of closed, discussional meetings, the 100,000 Group, at last week's session, listened to a sizable two-day program of scheduled addresses. The tone of the program was the newspaper's part in a return to prosperity.

For instance, J. Frank Grimes, president of the Independent Grocers' Alliance of America, reiterated the theme that the interests of the smaller business of this country must be guarded.

"It is these smaller businesses, taken as a unit, which tell whether or not we shall have prosperity," he remarked. "These businesses are more significant, both in aggregate size and from the point of view of distribution of profits. The retailer as such is a long, long ways from being a dumb-bell. Our experience has proved that. We ourselves are just beginning to sense the power that lies in this retailer, once he has been given the little help he needs to put him on a more even footing with his bigger brother. For example, our sales are now 15 or 16 per cent ahead of 1929 and it looks like they will pass the six hundred

million mark for the entire year. If an opportunity for going into business for one's self means anything in American life, then the retailer's interests must be guarded."

Two other speakers were H. M. Stevens, western sales manager of the Oakland Motor Car Company, and Kenneth M. Goode. Mr. Stevens took the stand that prosperity cannot return to America until it returns to the automotive industry, since the latter, in all its ramifications, represents the nation's single largest industry.

Mr. Goode flayed the present concept of a "business cycle." "Your charted cycle," he said in part, "has little value unless it forecasts human action. And the more strongly people believe its promises—or its threats—the more surely will all initiative be smothered—and all leadership. Imagine Washington at Valley Forge consulting the thermometer."

L. T. J. Shipman Joins Jacob Penn

L. T. J. Shipman, formerly assistant Federal director of the United States Employment Service Department of Labor, has been elected vice-president of Jacob Penn, Inc., New York, direct-mail advertising. He has also been a sales executive with the E. I. du Pont de Nemours & Company and the Devoe & Reynolds Company, Inc.

C. M. Piper to Manage Johnson Motor Sales

Charles M. Piper, formerly general sales manager of The Fisk Tire Company, Inc., Chicopee Falls, Mass., has been appointed general sales manager of the Johnson Motor Company, Waukegan, Ill. Before joining the Fisk Company he was for fifteen years with The Goodyear Rubber Company, Middletown, Conn.

Has Furnace Account

The Midland Furnace Company, Columbus, Ohio, has appointed Weston-Barnett, Inc., Waterloo, Iowa, and Chicago advertising agency, to direct its advertising account.

Death of R. P. Durfee

Ralph P. Durfee, advertising manager of the Oneida, N. Y., *Daily Dispatch*, died recently at that city. He was fifty-two years old.

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WINTER TRUCK PRODUCTS ADD MILLIONS OF DOLLARS TO ARIZONA'S BUYING FUNDS



ARIZONA farmers are fortunate in that the climatic conditions enable them to have an income the year around from their products. Winter truck products, primarily lettuce and cantaloupes, in which Arizona ranks second among states in volume shipped, is an important source of the state's income and buying funds.

During 1929, 9,100 carloads of lettuce were shipped and 5,000 carloads of cantaloupes, in addition to over 15,000 carloads of other products as citrus fruits, dates, carrots, etc.

Arizona farmers find a wide range of distribution for their products. In fact, shipments were made to forty-four of the nation's forty-eight states in 1929.

The year-around income of Arizona farmers is a decided stabilizing factor on all business in the state.

Cultivation of Phoenix trade area (radius of approximately 125 miles) is highly productive. Economical, too for The Arizona Republican gives thorough coverage at one cost.

»THE« ARIZONA REPUBLICAN P H O S N I X

Williams, Lawrence &
Cresmer Co.
New York... 285 Madison Ave.
Chicago... 360 N. Michigan Ave.

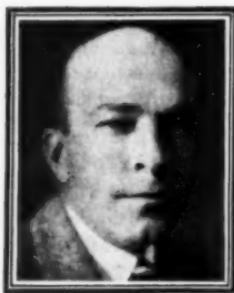
KOTAR
INCREASINGLY
IMPORTANT
IN
ARIZONA

M. C. Mogensen & Co., Inc.
San Francisco... 564 Market St.
Los Angeles... 433 S. Spring St.
Seattle..... 603 Stewart St.
Portland..... 69 Broadway

Nearly one in every four is writing advertising

IT sounds bromidic to say that the primary purpose of an advertising agency is to produce advertising.

Of the six hundred people in this organization, almost one hundred and fifty of us are actually writing copy for printed space and air space. This figure does not include marketing, library research, art direction and the other specialized branches contributing directly to copy.



R. L. HURST

President of Batten, Barton,
Durstine & Osborn Corpora-
tion of Illinois



WALTER E. PALMER

Writer
New York



R. M. BLANKENBAKER

Account Representative
New York



ALBERT M. ORME

Account Representative
Boston



J. DAVIS DANFORTH
Account Representative
New York



JOHN HIRAM MCKEE
Account Representative
New York



C. BLOUNT SLADE, Jr.
Writer
New York



IRENE M. SMITH
Assistant Account Representative
New York



ALFRED H. CLAGUE
Art Director
Minneapolis

Batten, Barton, Durstine & Osborn
INCORPORATED
ADVERTISING
383 Madison Avenue, New York

CHICAGO: McCormick Building • BOSTON: 10 State Street • BUFFALO: Rand Building
PITTSBURGH: Grant Building • MINNEAPOLIS: Northwestern Bank Building

Mailing Unaddressed Matter to R. F. D. Routes

WITH sufficient frequency to indicate that the question is troubling many advertisers, PRINTERS' INK is asked for information concerning the privilege of sending unaddressed matter to R.F.D. boxholders. For example, W. P. Lillard, vice-president of The Snow King Baking Powder Co., writing on this subject, inquires: "Can you tell me how this company can obtain a list of the R.F.D. routes in Southern counties and the number of boxes on each route? Also does this plan of sending unaddressed matter meet with the approval of the Post Office Department?"

Answering the second question first, the Post Office gave its approval to the plan when it issued a regulation that specifically permits the distribution of mail matter in this way. The regulation, as amended on November 5, 1927 and as described in Post Office order number 6090, provides:

1. That paragraph 7, section 457, Postal Laws and Regulations, is amended to read as follows: When it is desired to send a piece of advertising or other matter as ordinary mail to every boxholder on a rural route, the name and box number *may be omitted*, provided each piece is specifically addressed in the following manner:

Boxholder
Route 1
Bristol, Tenn.

Postage at the proper rate is to be full prepaid. Furthermore, all of the pieces to be sent to a specific route are to be put up in a package which is to be addressed in this way:

For distribution to boxholders
Route 1
Bristol, Tenn.

This package is to contain one piece of matter for each boxholder on the route. The question now arises—and this is the first question asked by Mr. Lillard—how is one to find out the proper number of boxholders on each route? That

is done, first, by writing the Post Office at Washington and obtaining a list of R.F.D. routes. Then a letter, containing a self-addressed reply envelope bearing the necessary return postage, is sent to the postmaster of each route or group of routes asking him for the number of boxes served by his carriers. The procedure outlined above, of addressing the individual pieces and the package containing the requisite number of individual pieces for each route, is then followed.

This same plan may be followed in sending unaddressed mail to every post office boxholder at post offices not having city letter-carrier service. In these cases, the individual piece is to be addressed:

Post Office Boxholder
Herndon
Pennsylvania.

The package containing the requisite individual pieces for each post office is to be addressed:

For distribution to Post Office Box-
holders
Herndon
Pennsylvania.

In this case, a list of the post offices is obtained from the General Post Office at Washington. It is then necessary to write each post office—again enclosing a self-addressed reply envelope bearing the necessary return postage—asking for the number of boxholders at each office.

For further information, advertisers might write to the Post Office and obtain a copy of order number 6090 which is headed "Simplified addresses on mail for rural routes and Post Office boxes."

New England Council to Meet

The sixth conference of the New England Council will be held at Boston on November 20 and 21. The subject matter of the conference discussions will include present business problems and the question of New England's objectives for the next five years.

A. S. Bye with Coyne & Company

Arthur S. Bye, for eleven years with the Union Bag & Paper Corporation, New York, has joined Coyne & Company, Inc., of that city, direct-mail advertising, as vice-president.

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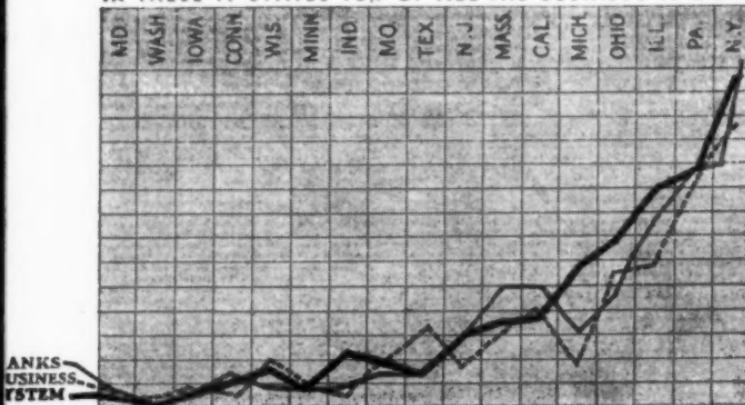
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A circulation concentrated where BUSINESS is concentrated

- Recent surveys definitely show which parts of the United States are active markets for business equipment.
- SYSTEM'S circulation covers precisely that territory.
- Even the business percentage of each locality agrees with SYSTEM'S circulation percentage.
- Which is natural. Because SYSTEM readers are men actively engaged in business...business that constitutes the very backbone of American commerce and industry. * * * *

- They are the men who must *get things done* . . . the men that actually select and buy the great volume of business equipment and supplies. They want to know **HOW** and **WITH WHAT** they can save time, reduce costs, get more done in a day.
- **SYSTEM** is the one paper devoted solely to getting them that information.
- It is the **HOW** Paper of American Business.

IN THESE 17 STATES 76% OF ALL THE BUSINESS IS DONE



SYSTEM

MODERN BUSINESS MANAGEMENT

A McGraw-Hill Publication, Tenth Avenue at 36th Street, New York

Boston-Chicago-Philadelphia-St. Louis-Cleveland-Los Angeles-San Francisco

Suggest Suggestions to Employees

JOHNSTON ADVERTISING COMPANY
DALLAS, TEXAS

Editor of PRINTERS' INK:

One of our clients has asked us to give him data on firms and corporations that are using different methods of having employees give suggestions for the betterment of the business.

While we know that from time to time you have published such articles, still we do not have a complete file on same. May we encroach on your good nature by asking you to furnish us with the articles that have appeared, and the time they appeared, or if you have these firms indexed, kindly give the names so that we may communicate with them directly.

This client of ours has eight division offices, twelve district offices, in addition to their general headquarters, and five manufacturing plants over the Southwest. They employ approximately 20,000 people.

It is their idea to draw their employees more closely into the organization by placing suggestion boxes at the various plants, offices, etc., so that the employees may make suggestions for the betterment of their business.

JOHNSTON ADVERTISING COMPANY,
O. S. BRUCK,
Vice-President and Manager.

THIS matter of getting suggestions from employees has been discussed with considerable frequency in PRINTERS' INK and PRINTERS' INK MONTHLY. To those who want to cram on the history of the idea, its practical development and the experiences of companies that have given it a fair trial, we shall be glad to send an index reference list which furnishes the titles of 23 articles on the subject. The list also gives the dates of issues in which the articles are to be found and the page numbers on which they start.

In going over a number of these articles, we notice that one phase of this idea's development that appears to have been somewhat neglected is the importance of guiding employees into channels that will lead to the most profitable sort of suggestions. It is not enough merely to work out the general outline of the plan, put up the suggestion boxes and then detail someone to the job of emptying them.

Any plan of this sort needs practical inspiration to give it driving force—in other words, instead of merely asking for suggestions and making it convenient for workers to deposit them, it is up to management to give employees clear-cut conceptions of the sort of ideas that are particularly wanted. Of what avail is it, for example, if an employee hands in a perfectly splendid suggestion regarding a product improvement, when the management long ago decided that the product would eventually have to be discontinued?

It is simply ordinary logic that dictates the wisdom of suggesting suggestions to employees. The ideas for which management is looking change month by month—even weekly. Let the working staff know precisely the sort of ideas that are wanted at each specific period and everybody will be happier—particularly the worker who might otherwise discover that an entirely worth-while suggestion was turned down only because the management had failed to inform him that he was barking up the wrong tree.—[Ed. PRINTERS' INK.

Joins "Highway Engineer and Contractor"

M. E. Phillips, formerly with the Gillette Publishing Company and, more recently, with *Public Works*, New York, has been appointed Western advertising manager of the *Highway Engineer and Contractor*, Chicago.

Appoints Professional Publicity Associates

The American Cystoscope Makers, Inc., New York, manufacturer of diagnostic instruments, has appointed the Professional Publicity Associates, Inc., advertising agency of that city, to direct its advertising account.

Joins Norris-Patterson Agency

Corey Thomson, formerly with the Montreal office of McConnell & Ferguson, advertising agency, has joined the Montreal staff of Norris-Patterson, Ltd., Toronto advertising agency, as an account executive.

Appoints Detroit Agency

Feeheimer, Frank & Spedden, Inc., Detroit advertising agency, have been appointed advertising counsel for Edwards Brothers, Ann Arbor, Mich., lithographing.

Liberty Families by

*14.08% of all U. S. Families with
incomes of \$3,000 and over read Liberty*

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A 85,C

BB 83,C

B 82,C

C 81,A

D Un

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es by *Income Groups*

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Income Class	Liberty Families		All U. S. Families		Per Cent of All U. S. Families That Read Liberty
	Per Cent	Number	Per Cent	Number	
AA Over \$10,000	2.0	48,302	1.4	399,490	12.09
A \$5,000-\$9,999	11.8	284,983	7.4	2,111,590	13.50
BB \$3,000-\$4,999	34.1	823,552	20.0	5,707,000	14.43
B \$2,000-\$2,999	32.1	775,250	37.0	10,557,950	7.34
C \$1,000-\$1,999	17.2	415,398	29.0	8,275,150	5.02
D Under \$1,000	2.8	67,623	5.2	1,483,820	4.56
	100.0%	2,415,108	100.0%	28,535,000	

Based on 1930 Census and derived from Starch Survey.

Liberty
A Weekly for Everybody

220 E. 42nd Street, New York

Chicago: Tribune Tower

Boston: 10 High Street

Detroit: General Motors Bldg.

San Francisco: 820 Kohl Bldg.

Ultrasophisticates of Modern Advertising

They Had Better Think of Fundamentals in 1931

By Aesop Glim

[EDITORIAL NOTE: A much asked question was answered, last week, when the identity of Aesop Glim was disclosed at a meeting of the Chicago Advertising Council. He is George Laflin Miller, of W. L. Brann, Inc., New York advertising agency, where he serves the Johns-Manville account, among others.

He was formerly with Newell-Emmett Company, the J. Walter Thompson Company, and before their respective mergers, with Lord & Thomas and the George Batten Company.

Said Aesop Glim on introduction to the meeting: "In order to have Aesop Glim physically present, it was necessary for me to be here. I am Aesop Glim's amanuensis, his corporate body. But the real Aesop Glim, he who styles himself the Old Fundamentalist, he who dares to speak with such authority on almost any subject having to do with advertising, he is really a composite of eight outstanding advertising men, with whom I have been lucky enough to work at one time or another. . . . These men are neither politicians nor star business getters, but real stars in the work of preparing advertising which shows results." Portions of Aesop Glim's address are presented here-with.]

THE subject for today is Ultrasophisticates of Modern Advertising, and from the very word "Ultrasophisticates" you may well deduce that Aesop Glim is against them.



Pinchot
Aesop Glim

If you have read some of the Aesop Glim articles, you have encountered the Experienced Ad-Crafter. The Experienced Ad-Crafter is set up as the target of anything and everything Aesop Glim doesn't like in modern advertising. I could define the Experienced Ad-Crafter as an ultrasophisticate who has outgrown his fundamentals. I picture him as an overly fat person, whose tummy of sophistication has grown large. It has been a long time since he has even seen the fundamentals on which he *hopes* he is still standing.

From all of which you may deduce again that the text for today is, "Don't Be Experienced Ad-Crafters."

I now offer you a diatribe entitled, "So we took the money—." It is supposed to be an exposé of the mental processes of the Experienced Ad-Crafter.

Once upon a time old Aesop Glim almost became an Experienced Ad-Crafter. And thereby hangs an advertising true-story, which I will expound without much moralizing, provided you will all pay close attention.

One day my secretary came in and announced that there was a prospective advertiser in the outer office—anxious to confer with me as to the preparation and placing of an advertising campaign for a new product.

Such announcements are unusual—few and far between—and maybe that was what upset me. Instead of my soliciting him, a prospective

advertiser was nothing short of soliciting my services! Maybe that was what upset me. The man was shown in and I soon found myself discoursing with him in the glib, slightly condescending and wholly reassuring manner of an Experienced Ad-Crafter.

"Mr. Glim," said this intriguing gentleman, "I have been advised to consult you on this proposition—to enlist your services in the handling of the advertising for a new product which I propose to put on the market. Provided, of course, that you endorse my own high estimate of the merits of the plan." "Thank you," said I—neither knowing nor wondering what the product might be. "I am sure that we will extend ourselves to the utmost and produce an advertising campaign for you, which will justify the recommendation of those who advised you to consult me. Now, just what is the time element in this case? How soon, in other words, do you believe that this campaign should appear on the advertising stage?"

"Well, Mr. Glim, here is the proposition. My regular business is the building of bridges—usually railroad bridges. That, I may say, is my specialty. But—and this brings me to the point at question—I have always wanted to own a patent medicine. And that ambition is brought to the present boiling point by the fact that one of the members of my present golfing foursome has made all his money on patent medicines. And that fellow is so cocky about both his golf and his patent medicines, that I have made up my mind to equal or surpass his performance on both golf and patent medicine.

"Well, by the greatest good fortune, while I was casting about for a product, my personal physician wrote me a prescription for a laxative—which, he says, is his own formula; effective, but mild; non-habit-forming. 'Why,' said I to myself, 'here is my patent medicine. Everyone uses laxatives some of the time.' And this is the formula—it can harm no one—not even a child. I would like to leave the whole matter in your hands. We will, of course, need a name, a package and all other details—

as well as the advertising campaign. I would like to ask you to select a sales manager for me. And my assistant, Mr. Moredrake, will attend you at your convenience—to arrange for manufacturing facilities. Let him know what you recommend on that score and also tell him when you will be ready to see me with the other details of the business."

* * *

So there I was—with a formula for a non-existent patent medicine in my hands and the request to write my own ticket as to the size of the advertising expenditure—plus a special fee for giving the matter my own personal attention during the initial stages of development. I will trace for you the major details of our work.

The slowest detail, as I remember it, was to secure the patent and copyright protection on the formula and name for the product. The other details literally flew together, as the whole picture built itself in my mind.

I first sent a young man out to talk to druggists and drug jobbers. The net of his work was to give us information as to current practice in prices and packaging—plus the popularity of certain flavors—among the laxative preparations already on the market. We learned that the public liked laxatives in pill form—and that chocolate and fruit flavorings were the most popular. The fact that many druggists said there were enough laxative tablets already on the market did not deter me in the slightest. My client had the desire and the money to launch a new one.

Thinking over the results of this rapid market survey, I pondered to myself: "Chocolate! There could hardly be much difference in flavor between one chocolate and the next. Our tablet shall not be flavored with chocolate. Fruits! Ah, there is a world of possibilities. Our tablet shall have a fruit flavor. Now which fruit shall it be? Our tablet must have a pleasing, inoffensive taste—and a taste all its own. Which fruit shall it be? All fruits, I suspect, are slightly laxative. What fruits are most closely associated in the pub-

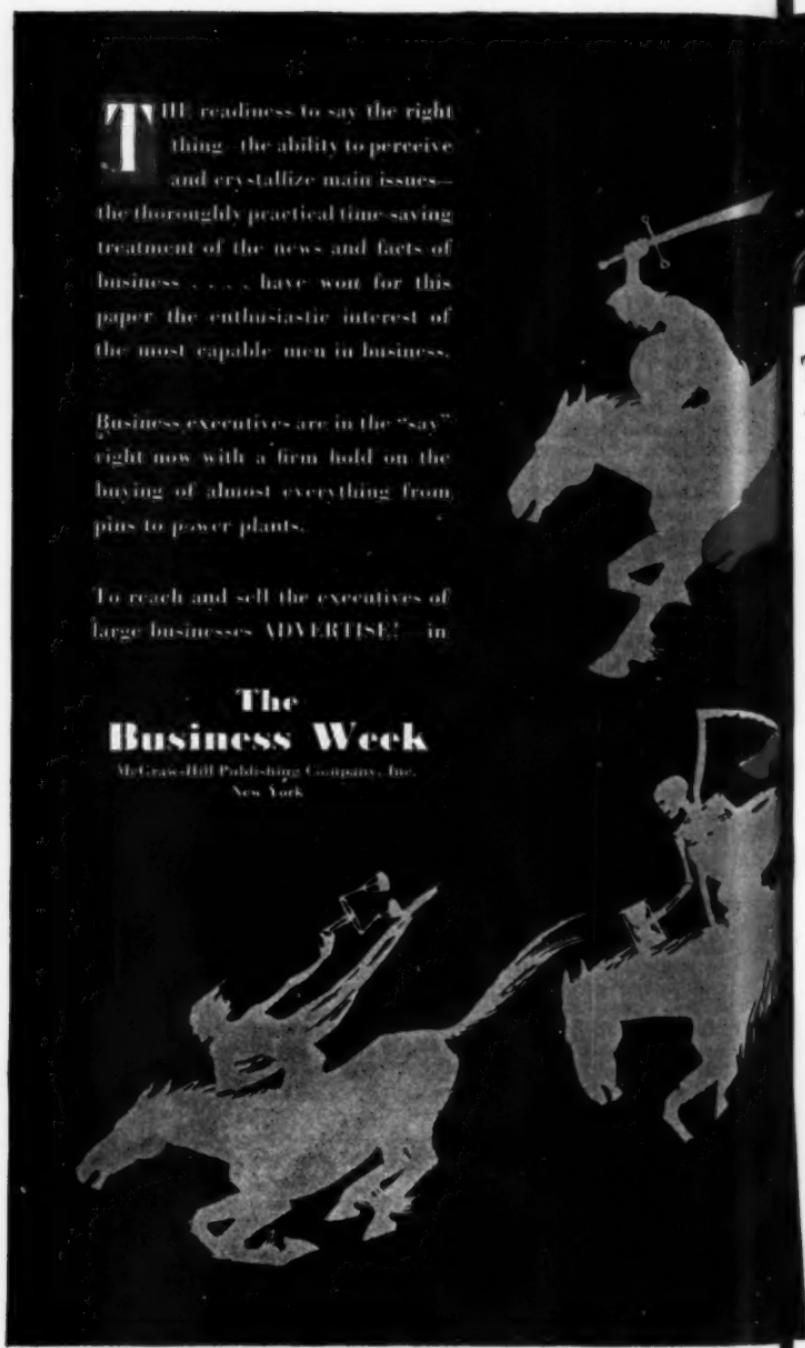
THIS readiness to say the right thing, the ability to perceive and crystallize main issues—the thoroughly practical time-saving treatment of the news and facts of business . . . have won for this paper the enthusiastic interest of the most capable men in business.

Business executives are in the "say" right now with a firm hold on the buying of almost everything from pins to power plants.

To reach and sell the executives of large businesses ADVERTISE in

The Business Week

McGraw-Hill Publishing Company, Inc.
New York





THE BUSINESS WEEK

The Journal of Business News and Interpretation

October 22, 1930

The Fifth Horseman Rides

THE deflationists are in the saddle. The events of the past month have driven home the fact that they have now completely unhooked not the majority of the New Era enthusiasts of yesteryear, but the majority of the level-headed, intelligent business minds of the country. Though small in number, they have been powerful in influence, and thanks to the disorganization, inertia, lack of leadership, and ignorance of the far-reaching issues involved on the part of the business community, they now dare openly to challenge the forces of progress everywhere.

With the three largest banks lined up on their side—in expressed doctrine, if not in practical action—and with the Federal Reserve authorities standing idly by, it has become clear since the middle of September that what was a comparatively mild business recession during the first half of 1930 has now become a case of world-wide reckless deflation. When a government of a Federal Reserve bank can stand up before a convention of investment bankers, automobile, electric refrigerator, and radio, and proclaim that he does not agree "with those who say that there must be no retrogression from present living standards in this country, we need no further sign of the arrogant self-assurance of the night-riders of deflation.

This will be a bitter victory, and we wonder whether those who have led the war-dance of deflation will enjoy the consequences this winter. Some of them are showing signs of nervousness about the forces that they have let loose upon the world, and are beginning to counsel caution and restraint; but they should have thought about it a little more and a little earlier. For some reason, to this type of mind, inflation enjoys a monopoly of evil and sums up all the

economic sins; deflation is altogether a good thing, and there can never be too much of it. It seems to be wholly forgotten that, while a measure of deflation may be necessary after a period of speculative excess, it is a process just as dangerous and calling for as vigilant control as its opposite.

The bitter-enders of deflation who are now in the saddle and are letting the horse run wild are as blind and bigoted as those who were proclaiming an era of permanent and unparalleled prosperity in 1929, and in many cases they are the same people. They forget that this depression takes place in a setting fundamentally different from any in the past. It has behind it the greatest war in world history, with all its consequences in the way of altered social psychology and profound changes in political and economic institutions in every country. They are attempting to cure with their deflation medicine of a world not only vastly different from that of fifteen years ago, but one burdened with an unprecedented weight of international and internal debt. They are hoping, secretly or openly, to "liquidate" labor, forgetting that labor is no longer a commodity, but a social consciousness moulded by new standards of living and new aspirations.

They are fighting a losing battle. They may, at the cost of paralyzing investment confidence throughout the world, force it to repudiate its debt to the dead past, but they cannot force it to repudiate its debt to the living present. Though reckless deflation may cause inconceivable chaos and suffering, it will not turn the clock back; it will not make the world of modern science and industry retrace its steps; it will not be able to bury the constructive achievements of the past decade in the grave of "pre-war." The sooner the attempt is renounced the better.

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Elliott Johnson
Cable address, Borswick, Paris

THE BUSINESS WEEK

lic's mind with this important rule of health? Prunes? Apricots?"

I thought for a time and suddenly an inner voice reminded me: "An apple a day keeps the doctor away." Apples, of course. An apple flavor—was it possible? A chemist assured me that something which no one could deny to be an apple flavor was possible. The flavor need not be intrusive—merely acceptable. Who shall say exactly what an apple tastes like—there are so many distinctive apples?

And so the apple flavor was decided upon. Now for the name. Apples—apples—apples! There was no other apple flavor on the market—let us get full and lasting protection by *coining* a name with the significance of apples in it.

Inspiration Comes

Finally there came to me—Applex! It suggested apples—it suggested appendicitis—it suggested appendectomy—it suggested a plexus! In one word we could suggest the abode of ills, the cause of ills, and the cure. And still the word was capable of taking on as many additional connotations as we might see fit to endow it with. "Applex Tablets!"

An Applex a day keeps the doctor away! That would tie up to the public's existing thoughts—but—but—it might antagonize the doctors. How could we get the doctors on our side? Why, of course! "An Applex a day—ask your doctor." The dentifrice manufacturers always bring in the dentist—we will bring in the doctor.

Now for a copy theme. I studied the formula. I talked to my doctor about it. He said: "The five most frequently prescribed elements are in it—one or two of them are found in almost any laxative preparation you can mention. The combination of all five in reduced quantities is probably unique. (Our patent research has proved that.) It will work, but one a day would be too much for most people."

For a whole evening I pondered—trying to formulate the copy policy for the campaign. Five elements—instead of one or two! Good for everybody! Apple flavor!

Here is the essence of our final copy theme: Applex for every man and woman, boy and girl. Containing five elements in reduced proportions; thereby preventing the danger of habit-formation, since your system does not receive enough of any single element to become dependent upon it. The ideal laxative for everybody—and a wholly pleasant flavor. The sweet scent of apples—the fragrance of apple blossoms—the innocence of the colorings of apple blossoms.

Copy and artwork rapidly designed themselves. In hitting upon the idea of apples, I had done the bulk of the work for the whole campaign. But, there kept returning to me one sentence my doctor had uttered: "One a day would be too much for most people." I wanted that one-a-day element, it made such a good catch-line—"An Applex a day—ask your doctor."

And then there returned to distract my thoughts, the insistence of a number of druggists that there were already enough tablets on the market.

And finally I solved the two problems—dissolved the two with one tremendous coup. If there were too many tablets on the market, while yet the public preferred tablets, and if one-a-day was too much of a good thing—we would have a tablet that was not a tablet and a one-a-day dose that was not too much.

In other words, we would steal the ball from the existing tablets—and keep the one-a-day which would increase the rate of repeat sales—by having *regulators*—Applex Regulators!

"Applex Regulators. An Applex a day—ask your doctor." The copy and art themes were saved. The tablets were to be made one-fifth the prescribed strength. One-fifth portion, an infinitesimal amount of each of five health-promoting elements—one regulator a day as a "regulator." Five regulators instead of any competitive "tablet."

* * *

Applesauce!

That is really a true story—as far as it goes. But there is a P. S.

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Something Has Happened In PITTSBURGH

Cold Facts Concerning Electric Refrigerator Linage

January 1 to September 30

	Sun-Telegraph	Press	Post-Gazette
1930	58,533	54,017	38,446
1929	37,102	74,955	54,405

For the first nine months of 1930, in comparison
with the same period of 1929:

The Sun-Telegraph
gained 21,431 lines or 57.8%

The Press
lost 20,938 lines or 27.9%

The Post-Gazette
lost 15,959 lines or 29.3%

All Figures by Media Records, Inc.

THE SUN-TELEGRAPH

Nationally Represented by
PAUL BLOCK, Inc.

Having carried the work this far, for my wealthy client, that which I call my better nature suddenly reasserted itself—and the P. S. is: I then turned down the job.

I decided to retain my amateur standing.

* * *

A few days ago I was a fellow-speaker with Franklin Hobbs—economist of the Central Trust Company—at the dinner of the Engineering Advertisers Association. The net of Mr. Hobbs' talk—and I hope I'm not taking his name in vain—was that there is plenty of business to be had—but it has to be gone after in a businesslike way.

Mr. Hobbs did not generalize; he did not deal in high-sounding phrases. Mr. Hobbs dealt with facts and figures; he gave names, dates and places as to where business was being done, as to where business was waiting to be done, as to available money and available raw materials. He said that our greatest problem is not the idle unemployed, but the idle employed—the people on pay-rolls who are not working—who are sitting around and complaining about bad business.

There is plenty of business to be done in 1931. The economist can prove this with facts and figures; the advertising man will prove it by being right in his psychology and honest in his intentions.

Business is usually about as good as we make it. I don't know that that profound statement will land me in the White House. But I feel pretty sure that it is a good bromide for each firm to consider for 1931—independently and regardless of general business conditions. It's not up to you to solve the nation's problems. Solve your own.

Take your eyes off of your competitors and take them off of the ticker. Set yourself a sales quota; appropriate enough money for advertising and for selling to attain that quota; go your own way; use the simplest and most honest methods you know; you will approach and you may surpass your quota.

We meet here today as advertising men and I submit for your consideration two ideas for 1931.

The first is that the best way to forecast your business for 1931 is to write a sound advertising policy—a sound advertising policy is the strongest forecast for 1931.

A sound advertising policy will be written—as it has always been written—by getting back to fundamentals and dealing solely with fundamentals. Every problem—every situation—has its ABC. Get down to the ABC on the problems you face and then do what the facts call for.

It has always struck me as a happy coincidence that the initials of the Audit Bureau of Circulations are ABC. For the formation of the Audit Bureau of Circulations established a working basis for us to know what we were buying in both volume and type of circulation. And that is surely a fundamental for the writing of any sound advertising policy; an important element in the ABC of any situation.

Aesop Glim began in PRINTERS' INK as a department for beginners. It had no other idea behind it. But within a short time Aesop Glim was receiving fan mail—and a surprising volume of fan mail—and, I think you ought to know—for your own most selfish interests—that 95 per cent of Aesop Glim's fan mail comes from the heads of businesses—5 per cent from beginners. Of the 95 per cent, about three-fourths are from the heads of firms which advertise and one-fourth from the heads of advertising agencies.

That seems significant to me. It suggests that the heads of firms which advertise are very much interested in the simple fundamentals which constitute Aesop Glim's entire stock in trade. And so, to agency men and publishers, I say: "Your clients, your advertisers, are tremendously interested in fundamentals. They read my elementary discussions of how to write a headline, how to order printing, how to make a market survey; nothing pertaining to their selling and advertising needs is too simple for their study. And I believe

EXPANSION

To keep pace with the growing needs of our business and to maintain the same high standard of personal service to clients that has resulted in a 50% increase in our volume over that of last year, we take pleasure in announcing the recent acquisition of William C. Haley and William Rogers. Our executive staff is now composed as follows:

President

HARRY A. GERSON



Vice-President in Charge of Sales

***WILLIAM C. HALEY**



Vice-President

ROBERT S. THOMPSON



General Manager of Production

***WILLIAM A. ROGERS**



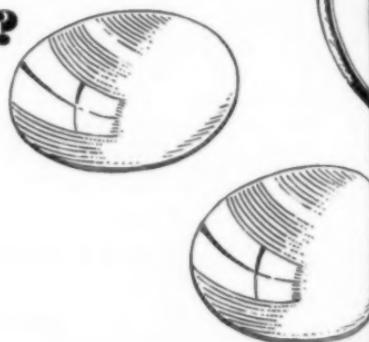
* WILLIAM C. HALEY—for five years account executive with William Green; prior to that three years with Arrow Press, and Production Manager of The Phillip Ritter Company, advertising agency.

* WILLIAM A. ROGERS—for ten years an executive of the McCall Company, in charge of photo-engraving and job printing production, prior to that Treasurer and General Manager of Nelson-Doubleday, Inc.

OGDEN
PRINTING COMPANY · INC.

209 West 38th Street, New York City

COULD YOU PUT THESE THREE IN THEIR FRAMES CORRECTLY?



IF you took the lenses from your glasses and shuffled them, could you put them back where they belong? Could you tell which lens is for the left eye and which for the right? Could you set them at their proper axes so your vision would be properly focused? Your oculist could—for he is a specialist in

Selecting the right newspapers to insure covering the whole rich Boston market is just as painstaking a job as choosing the correct lens for each of one's eyes. First, you must know there are two distinctly different audiences to reach in Boston.... Second, you must know that each audience is definitely prejudiced to its own particular type and any newspaper.... Third, you must know each type of newspaper is built as exactly for its individual patronage as each of one's lenses is ground for an individual eye.

BOSTON



THE TEENSES



Boston's two audiences are distinct and separate by virtue of centuries of training, habit, tradition, environment and point of view. It is impossible to cover these two groups in one newspaper. To appeal to but one is to divide your market in this fourth largest American market in half.

The Boston Herald-Traveler is the only newspaper read by one of these Boston audiences—this is that part of Boston's three-million market which experience has proved to be the most valuable unit of newspaper circulation in proportion to value of unit of sale.

The other Boston audience is reached through the columns of the other three leading Boston dailies.

To cover Boston select the Herald-Traveler—which carries the largest advertising lineage of any Boston newspaper in type and any one of its three leading contemporaries.

Eight years the Herald-Traveler has been
National Advertising, including financial,
automobile and publication advertising
among Boston daily newspapers.

Advertising Representatives:

GEORGE A. McDEVITT CO.

New York Chicago Philadelphia Detroit

THE HERALD-TRAVELER



this will be doubly true for 1931. The letters I receive from business executives all say about the same thing—of course this is good for beginners; but it is also the stuff the seniors should never stop reviewing."

I don't decry sophistication; there are many things on which I would like to feel myself sophisticated. But I do decry the *ultrasophistication* which speaks of fundamentals outgrown—left behind—forgotten.

My second point regarding 1931 arises from this same line of thought. It is—Go to the top for 1931—by which I mean, sell the heads of the firms with which you deal. The fact that buying power is in canny hands at the present moment means that less authority will be delegated in the coming year. And if Aesop Glim's fan mail is an indication that business heads are reviewing fundamentals, you had better be ready to do business in terms of fundamentals—without *ultrasophistication*.

Don't carry around a bag of tricks and attempt to mystify your customers. Talk fundamentals and educate them—a shrewd buyer always makes a good customer. I'd much rather have a client of mine able to appreciate my working methods—than to have him simply sit back and marvel at the results. There might not be any appreciable results. But if he had understood what I was doing and why, I believe he would be all the more ready to look with me for the hidden causes—and the hidden causes sometimes lie *outside* the advertising. And thus, my client might not be so quick to change agencies.

* * *

I believe that 1931 will be a bad year for Institutional Copy—Institutional Copy in caps and lower case. My personal belief is that Institutional Copy—cap I and cap C—is very frequently a mark of the *ultrasophisticate*—when it is not simply the mark of a copy writer too lazy to dig out facts.

And so, if you will bear with me a few minutes longer, I would like to read to you an Aesop Glim dia- tribe on Institutional Copy. This

diatribe has appeared in both PRINTERS' INK and in my book. It has amused some people and insulted others. It's interesting that we all enjoy being insulted—it seems to provide a good tonic for the blood. (See PRINTERS' INK of November 21, 1929, for Aesop Glim's article, "Sir to You—Mr. Baird I!")

Appoint E. H. Brown Agency

Georges Golf, Los Angeles, manufacturer of Georges midget indoor golf equipment, has appointed the E. H. Brown Advertising Agency, Chicago, to direct its advertising account. Magazines will be used.

The Sterling Investment Company, Reno, Nev., has appointed the Brown agency to direct a campaign, using newspapers in Western States.

Joins Atlas-Robinson Company

Miss Mary L. Crider, for the last two years with the advertising and sales promotion departments of Mandel Brothers, Chicago department store, has joined the production staff of the Atlas-Robinson Company of that city, direct-mail advertising.

Elected by Dallas Club

Wesley Gilliland, manager of the Better Business Bureau of Dallas, has been elected secretary of the Dallas Advertising League, succeeding Donald Jones, resigned. P. Yost has been elected editor of "OK'd Copy," official publication of the Dallas Club, to succeed Julian Capers, Jr., also resigned.

Campaign Planned on Fishing Lures

The Shoff Tackle Company, Kent, Wash., manufacturer of a line of fishing lures, has appointed the Daken Advertising Agency, Seattle, to direct an advertising campaign. National sporting publications will be used.

Carpenter Paper Company

Appoints R. S. Cuyler

Russell S. Cuyler, formerly with the Seaman-Patrick Paper Company, Detroit, has been appointed advertising manager of the Carpenter Paper Company, Grand Rapids, Mich.

Death of H. L. Steiner

Harry L. Steiner, sales manager of the Greening Nursery Company, Monroe, Mich., died on October 21 at the age of sixty-five. He was formerly an executive with the Simmons Boot & Shoe Company, Toledo.

"Retail-General" Rate Rules Adopted by Inland Press

Publishers Also Contemplate Supplementary Individual Action to Meet the Differential Problem

THE local-national rate differential ghost persistently haunted the fall meeting of the Inland Daily Press Association at Chicago last week. The number of times it bobbed up in speeches and discussions on various phases of newspaper publishing eluded tabulation. Even Third Assistant Postmaster General Frederic A. Tilton, speaking on postal rates, took passing recognition of it.

Group action took the form of adoption of the names "retail" and "general" to replace "local" and "national," along with the definition and rules governing these classifications as adopted and reaffirmed by the Newspaper Advertising Executives Association. They were accepted for use by members "as far as local conditions permit." This, it was agreed, was a wholesome step toward clearing up the rate problem.

But there was also indication that some of the publishers, at least, would move further toward the final solution by individual measures. They felt that the above action did not go far enough, in that it leaves still unsettled the matter of placement of national copy through dealers at the local rate. The sentiment along this line, led by J. K. Groom, national advertising manager of the Aurora *Beacon-News*, was that there is really little to the whole question if the publisher makes application of rate classifications, once definitely defined, strictly a matter of "his own business."

The suggestions were received with rounds of applause that were better than polite and that could be taken to indicate that individual enterprise along those lines may be forthcoming.

Mr. Groom urged also that national advertisers who protest the differential be asked to consider the matter in the light of the average, not the minimum, local rate. He

cited a survey of ten dailies in which the average local rate of six, plus the 15 per cent that President John Benson of the American Association of Advertising Agencies has agreed is a reasonable differential, was higher than the national rate.

As customary, the free publicity problem was paid a measure of respect. Mr. Tilton, in his talk, said that the recent reminder of the post office department that publicity matter used in news columns must be marked "advertisement" has "resulted in much good by bringing to the attention of advertisers and advertising agencies the provisions of the law with which many are not familiar. Any infraction referred to the department will be given the fullest investigation," he added, "but the immediate solution seems to lie in your own hands. All you have to do is quit publishing the stuff and the issue is dead. You own the papers."

Post Office Position Endorsed

This moved the Inland to a resolution endorsing the position taken by the post office authorities and pledging co-operation "in any further attempt they may make to curb the activities of the press agent."

Mr. Tilton also declared it the department's intention to investigate the "multitude of sins" that exist in the second-class classification, once the department's budget has been balanced. The latter step is expected to come with adoption of the postmaster's general recommendation that the first-class rate be raised from two to two and one-half cents per ounce, he said.

Chain-store relations came in for a spirited nudge at the hands of Fred Naeter, of the Cape Girardeau, Mo., *South East Missourian*, a member of the group's chain-store committee. "The chain

stores," he said, "have shown some improvement in their inclinations to become a part of the community which they enter, but an arrogant attitude still predominates. The chain store is to be welcomed when it is willing to come into the city or town and participate in contribution to community welfare on the same basis as the independent dealer. Unfortunately, most of them do not."

In any case, Mr. Naeter declared, there is no cause for fighting the chains. The matter is largely a measure of education of chain-store executives, in his belief, al-

though comparatively strong measures seem sometimes to be required to make an impression on them.

Other speakers on the program were Louis Wiley, business manager of the *New York Times*; W. E. Macfarlane, business manager of the *Chicago Tribune*, and Marlen Pew, editor of *Editor & Publisher*.

Frank H. Burgess, of the La Crosse, Wis., *Tribune*, was appointed chairman of the board of directors to fill the vacancy caused by the death of A. M. Snook, of the *Aurora, Ill., Beacon-News*.

What Groucho Says

Chicken a la Groucho—a Sequel to Groucho's Last

I'M tired and I'm broke. Paid \$24 and a tip to have an automobile bring me from the factory of the Great Squab Chicken Canneries, and by gosh, Gent. Treas. will have to pay that expense item too.

Why didn't I take the train? Walk half a mile to the station after the trip through that factory! I could hardly walk to a telephone to hire a car. Doubt if I'll ever be able to walk again. Thirty-six holes of golf is nothing, but a day through a factory!

Of course it's a great plant. Clean as any plant can be. Thirty pairs of our very best feet have already been ruined walking through that plant. Thirty of our best brains have been crammed full of dope about how chickens are killed and canned. Thirty brilliant minds have been focused on gigantic machines, by-product production of fertilizer, feather products, desiccated unlaid eggs. Me? I've got to forget that plant before I'll eat any damned thing that ever had feathers on it. So must the other twenty-nine, all but King. Got nothing to do with the merits of Great Squab Chickens either. No better chicken canned anywhere. Let's admit that.

Point is our writers have got to forget all they've walked their blamed legs off to learn and take those nice clean cans of chicken

one by one into the homes of people, open the cans and show them delicious and nourishing food.

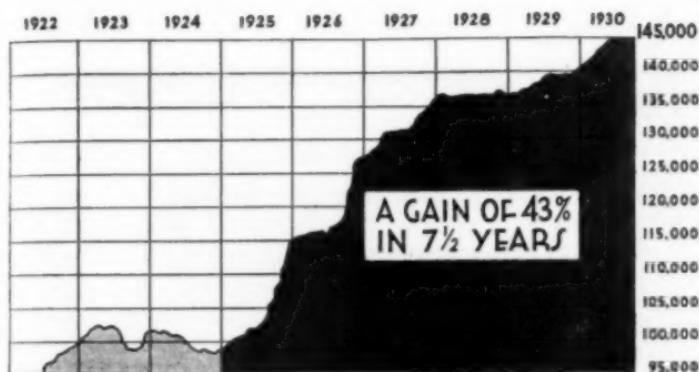
That's what they gotta do. They've gotta rest up, a long time if they feel like me, then they've gotta forget giant machines and write about meals at home where canned chicken will save labor and give flavor.

Gent. Treas. agrees with me. Says: "Day's expenses and salaries for thirty people before anybody can crack a pencil point on the account! Do you know what thirty days' salary and expenses, etc. etc.?" which is "Chicken a la Gent. Treas."

Guess that trip did cost us about a thou plunks. That's O.K. if it helps us write mouth-watering copy, or economy food copy. Right now, I've got the idea it must cost about a million dollars to slaughter, cook and can a capon as well as to make money on its pin feathers and smell.

Wonder how the writers feel about canned capons. Oh, I know how their feet feel. Betcha some of 'em'll write about pin feather extract for China or somewhere and great Squab Ad Manager will say:

"Gotta leave that out of the copy or the public will think we're holding back and not giving 'em all there is in a chicken." Can you beat it? GROUCHO.



«Birds of a feather»

During the past six years The Cincinnati Post has been making circulation history.

And it is very significant that 1925 was the year that saw the start of this rapid increase in readers.

In 1925 the first election of a Council under the new Charter government was taking place. The new Cincinnati was in the making.

Single-handed and alone The Cincinnati Post was in back of the movement which gave Cincinnati a new deal in government. Other newspapers were

either lethargic or actively hostile.

So, naturally, the civic-minded people who wished to get the developments of the campaign that was to put the new government in the hands of its friends or its enemies, turned to The Cincinnati Post.

That The Cincinnati Post was and is edited for this active, thinking part of Cincinnati is well attested in the fact that Post city and suburban circulation has grown 43 per cent in 7½ years. Today it reaches better than 62 per cent of the families in the Cincinnati market.

The Cincinnati Post

A Scripps · Howard Newspaper

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVE., N. Y. C.



MEMBER OF THE UNITED
PRESS... OF THE AUDIT
BUREAU OF CIRCULATIONS
and of
MEDIA RECORDS, INC.

CHICAGO · SAN FRANCISCO · LOS ANGELES · DALLAS
DETROIT · PHILADELPHIA · BUFFALO · ATLANTA

ALL OF WHICH I SAW



“...the prospects of **CHICAGO**
...can hardly fail to justify even
the highest expectations.”

The Country Gentleman. July 16, 1857

THE HISTORICAL NUMBER, MARCH 1931, WILL COMMEMORATE THE COUNTRY GENTLEMAN'S 100 YEARS OF SERVICE TO AMERICAN AGRICULTURE

prow which scoured itself. He had stood in the midst of swamp on Lake Michigan and had heard prices quoted for it by the square foot greater than those in upper Manhattan. With his own eyes he had watched miles of virgin prairie plowed into farm land. He had ridden over a network of steel rails covering a new state, Illinois. He looked to the West, another empire of public land more than half the area of the United States, soon to be donated to the people.

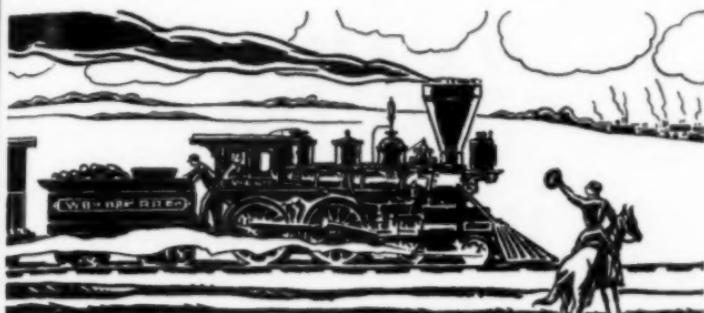
Is it to be wondered that he said, ". . . every acre of it brought under the plow will aid in swelling the revenue of Chicago"; this raw frontier town, Fort Dearborn in 1831, a wooden, helter-skelter city of 100,000 at the beginning of the Civil War.

1831

The Country

THE HISTORICAL NUMBER, MARCH 1931, CLOSES FOR COLOR.

PART OF WHICH I WAS



The Country Gentleman, and its progenitor *The Genesee Farmer*, have seen the advance of every agricultural and industrial frontier in America since 1831. Under the heading, "New Inventions," the pages of this magazine as early as 1840 had noted the economic value of concentrated milk, cottonseed-meal for stock feeding, washing machines, steam plowing, threshing machines operated by a horse-powered treadmill, the reaper, the binder, and as early as 1833 the use of the tomato as an edible fruit; up to that time the tomato, whatever its value as decoration in dooryards, was convicted by popular superstition of being poisonous to eat.

These are but a few examples of the editorial leadership of *The Country Gentleman*; and in every instance this magazine noted, and with unusual foresight sponsored, those policies which over the intervening years have largely contributed to the sound development of industry and agriculture.

1831-to-1931 represents on the part of *The Country Gentleman* one hundred years of service to American agriculture. Truthfully can *The Country Gentleman* say, "All of which I saw. Part of which I was." The Historical Number of *The Country Gentleman* is a record of the part which this magazine took in that era. The permanent value of The Historical Number will place it in every library. Every thoughtful student of America will refer to it as a source, authoritative as to contents, accurate as to fact. *The Country Gentleman*, Independence Square, Philadelphia, Pennsylvania.

Gentleman

1931

DECEMBER 25, AND FOR BLACK AND WHITE, JANUARY 10

"Who is the man to see Mr. So-and-So?"

This question, asked a thousand times every business day, is the highest proof of the importance of the medium.

The medium magnifies the message.

The effective contact with Boston's best buying group is the Boston Evening Transcript.



BOSTON EVENING TRANSCRIPT

Highest ratio of BUYERS to readers

CHARLES H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles Seattle

Grocery Manufacturers Discuss Distributor Relationship

Last Week's A. G. M. A. Convention Featured by Frank Discussion of Serious Problem Facing the Food Industry

MOST trade conventions have three weaknesses; too much self-glorification to the detriment of self-criticism, too little frankness, too much "how we did it" and not enough "how must we do it in the future?" The Associated Grocery Manufacturers of America, in convention at Atlantic City last week avoided these weaknesses with the result that the convention promises to exert a strong influence on future trends in the food industry.

The keynote of all discussions was manufacturer-distributor relationships. The speakers, representing many shades of opinion, were George R. Olds, Jr., general sales manager, Hills Brothers Company, and president of the association; Wilbur R. Orr, president, National Food Brokers Association; R. H. Rowe, secretary, American Wholesale Grocers Association; Louis C. Shave, president, Nation Wide Stores Company, a voluntary chain built around thirty-two New England jobbers; Dr. Frank M. Surface, assistant director, Bureau of Foreign and Domestic Commerce, U. S. Department of Commerce; Charles Wesley Dunn, general counsel of the association; Frederick C. Mills, professor of statistics, Columbia University; Prof. W. C. Weidler, dean of the College of Commerce and Business Administration, Ohio State University, and Col. C. O. Sherrill, Kroger Grocery & Baking Company.

Mr. Olds, in his annual address as president, urged the long view in distributor relationships. Part of his address appears elsewhere in this issue of *PRINTERS' INK*. Mr. Olds pointed out that matters of expediency, subjects that seem of paramount importance in 1930, take on a different and less significant aspect when considered in the light of the next fifty years.

Dr. Surface supplemented Mr.

Olds' appeal for research as he described some of the things uncovered by the research work done by the Department of Commerce. He showed the significance of dealer mortality figures and what they mean to manufacturers.

"The most important characteristic of business today is the rapidity with which changes are taking place," said Dr. Surface. "This means that we have to think more than our fathers thought. It means we have to think faster, and more accurately; and if that thinking is to be sound, it means that we must have more facts. One of the difficulties today is that we are trying to make 1930 speed with 1898 thinking."

Dr. Surface then discussed the fact that our distribution machinery is nowhere nearly so efficient as our production machinery for the reason that there has been no Taylor to apply engineering studies to distribution. However, he promised, this condition is being corrected by the work of individual manufacturers and also by the Government in its surveys. He emphasized the importance of the Louisville Survey, the Census of Distribution, the report on Recent Economic Changes and other studies sponsored by the Government. His plea was that manufacturers give closer attention to these studies and that, using them as a basis, they apply similar studies to their own problems.

Dr. Mills and Prof. Weidler both discussed general business conditions of the past, present and future. Dr. Mills, by means of charts, demonstrated that our economic history since the World War has been curiously similar to economic history after the Napoleonic wars and the Civil War.

"If we were to follow the dictates of precedent," Dr. Mills said, "we would have to look forward to a period of from thirty to fifty

years when prices and wages would decrease. This would mean, of course, serious economic readjustment. However, the period we are passing through has certain phases which are quite unprecedented. For instance, although prices are falling, wages are keeping up. There is a greater spread between the value of the producer's dollar and the consumer's dollar. What these mean is hard to predict at the present time. It is not certain that scarcity of gold will mean further decreased prices."

The grocery modernization plan of his association was the subject of Mr. Rowe's talk. He demonstrated by pictures how the independent is putting himself in a better position to fight the chain and then told how many wholesalers are alive to the necessity of the modernization of their own businesses.

In a fiery talk, characterized by extreme frankness, Mr. Shave told of the independent grocers' side of the distribution story.

"A few years ago we used to wonder what was going to become of the independent wholesaler and retailer," said Mr. Shave. "Today we know what is going to become of them because they are stronger than ever. Our wonder has now shifted to what is going to become of the manufacturer.

"The independent retailer no longer is willing to be the goat. He realizes his importance to the manufacturer seeking distribution. He knows that it costs a manufacturer a lot more to come back than it does for him to stay in—and he is making demands, just demands, on the manufacturer."

Mr. Dunn gave the convention a remarkably keen analysis of the Capper-Kelly Bill. He showed that it will not benefit some of those factors in distribution who are loudest in their demands for its passage. His description of the bill's weaknesses and its loopholes was particularly enlightening.

Col. Sherrill, speaking at the banquet, discussed quite frankly the relationship between the manufacturer and the chain. He pleaded for greater co-operation between the groups in order that the con-

sumer shall be better served. He discussed many phases of the present situation among the chains but his most significant remarks were those dealing with the private brand.

"There is," he said, "and I think there always will be, a permanent place in chain-store merchandise for national brands, but you cannot expect them to be stocked where conditions are such as to force their sale without profit or at a loss.

"On the other hand, the chain and co-operative chain will probably always find that their best interest requires them to carry a few private brands to help them hold their customers permanently against the price shopping induced by the economical close buyer on staple articles and loss leaders in nationally advertised brands.

"This, however, should not worry you manufacturers, for the business of chain stores is after all essentially one of mass distribution. They must give the public what it wants and must sell those articles for which there is a ready consumer demand. The interest of the public is, after all, the prime consideration rather than the interest of the manufacturer or distributor."

The following officers and directors were elected for the ensuing year:

President, Clarence Francis, General Foods Sales Company, Inc.; first vice-president, George H. Burnett, Jos. Burnett Company; second vice-president, Daniel F. Bull, Cream of Wheat Company; third vice-president, B. E. Snyder, R. B. Davis Company; treasurer, Paul S. Willis, Comet Rice Company; executive vice-president, Robert F. Miller; general counsel, Charles Wesley Dunn. Directors: F. E. Barbour, Beech-Nut Packing Company; G. H. Eiswald, Penick & Ford Ltd., Inc., C. A. Lumb, California Packing Corporation; W. D. McKenzie, Quaker Oats Company; Dwight H. Mahan, Kellogg Company; Hanford Main, Löse-Wiles Biscuit Company; R. W. Snow, Canada Dry Ginger Ale, Inc.; Wm. L. Sweet, Rumford Chemical Works.

Don't judge the future of the Farm

by **WESTPORT, CONNECTICUT**

NOT a few of the New York fellows who are responsible for buying space spend their week-ends up in Connecticut. Some live there the year 'round, and don't mind the daily commuting rap.

Naturally, visiting and living up there, they get first hand impressions about what's happening to rural life in America. Hence, it's pretty hard to sell them the idea that the farm has a future—especially when they see farm after farm being taken over by advertising managers, account executives, illustrators, short story writers, and the Broadway boys and girls.

It's doubly hard to convince said buyers of space when—smacko—out come the latest census figures, and prove that farms in New England have decreased 21%. Can't you just hear the long

and loud "I told you so?"

Well, our comeback to that is: "Don't judge the future of agriculture by Westport, Conn." Before making that "I told you so" final, peer a little closer at the census figures. And, if Mr. Ripley will pardon us, believe it or not, you will find farms are increasing out in the great Midwest—the territory where the farm folk read *Capper's Farmer* instead of Walter Winchell. In the thirteen *Capper's Farmer* states—Colorado, North Dakota, South Dakota, Nebraska, Kansas, Oklahoma, Texas, Minnesota, Iowa, Missouri, Arkansas, Wisconsin and Illinois—the increase in farms was 1.7% or 42,751 farms. Why? Because Midwest farming is a going industry—a profitable business paying regular cash dividends. It's the market today for your advertised products.



Capper's Farmer

Farm Papers Will Advertise

Institutional Campaign and Comprehensive Survey Ordered, but Advertising Will Come First

AT an informal conference of farm-paper publishers called by the Agricultural Publishers' Association and held in Chicago last week, it was decided that an advertising program in behalf of farm papers and the farm market should be started at once.

The advertising, which will extend over a three-year period, will attempt to dramatize the farm market and farm papers so as to get them thoroughly into the buying consciousness of advertisers and all purchasers of space. It will be purely institutional, and it will be the task of the farm publications to sell themselves individually by use of their own advertising.

Here is the way the proposition was set forth in a resolution adopted by the conference:

Whereas: it is the sense of the farm-paper publishers present at this meeting that a complete knowledge of the facts regarding farm papers and the farm market should logically result in increased advertising lineage in farm papers,

Therefore, be it resolved, that Fred Bohen, P. E. Ward, H. C. Klein, Marco Morrow, J. F. Young and Ralph Miller be named as a committee to be empowered:

1. To arrange for creation of committees of the American Association of Advertising Agencies and the Association of National Advertisers and to confer with these committees and with officials of the United States Departments of Commerce and Agriculture for the purpose of arranging for a survey to be made jointly by these five groups or so many of them as will co-operate.

2. To collect funds for the said survey and also for a campaign to advertise farm papers and the farm market and to administer the expenditure of the fund. This advertising campaign shall be initiated as early as practicable and shall not be dependent on completion of the survey.

Of the six members of the committee, which will have the entire program in charge, four are members of the Agricultural Publishers Association. These are the chairman, Mr. Bohen, publisher of *Successful Farming*, Des Moines; Mr. Klein, of *The Farmer* and

Farm, Stock and Home, St. Paul, Minn.; Mr. Morrow, of the Capper Farm Press, Topeka, Kans., and Mr. Young, of the Pacific Northwest Farm Trio, Spokane, Wash. The committeemen not members of the association are: Mr. Ward, of *The Farm Journal*, Philadelphia, and Mr. Miller, of the *Oklahoma Farmer-Stockman*, Oklahoma City, Okla. Mr. Klein will also represent *The Farmer's Wife*, of St. Paul, another non-member publication. Victor F. Hayden, executive secretary of the association, will be ex-officio secretary.

The action looking toward the advertising campaign came as the climax of a two-day executive session of the association at which was considered a proposition made by the American Association of Advertising Agencies to make a qualitative analysis of farm publications with the object of ascertaining just how and where they fitted into present-day marketing needs. There was rather a general disposition to assert that plenty of data about farm papers were already available and that the big need was for the farm papers to advertise what they already have with the object of assuring their rightful recognition as powerful advertising mediums.

Survey Will Be Made

However, a survey will be made. But the publishers were emphatic in specifying that the institutional advertising program should not wait until the completion of the survey.

At the annual meeting of the Agricultural Publishers Association—which was entirely apart from the conference just described—the following directors were re-elected for three-year terms: B. Morgan Shepherd, *Southern Planter*; W. A. Priest, *New England Homestead*; H. C. McKelvie, *Nebraska Farmer*, and W. G. Campbell, *Indiana Farmer's Guide*.



CONSIDER THE OPINION

of these two important groups of advertisers—grocers and department stores—in selling the Cincinnati market.

Their opinion, based on the buying space, shows that they consider the Times-Star the fundamental and important medium.

For the first eight months of 1930, grocer advertisers bought 44,859 more lines in the Times-Star than any other Cincinnati paper, and department stores gave the Times-Star the astounding margin of 455,109 lines.

No question in the minds of these advertisers as to which Cincinnati newspaper produces results and their opinion is backed by the Times-Star total lineage leadership of 23 years (22 years and 9 months).



THE CINCINNATI TIMES-STAR

* THE KEY TO THE CITY *

Eastern Representative,
MARTIN L. MARSH
60 E. 42nd St.
New York City, N. Y.



Western Representative:
KELLOGG M. PATTERSON
333 North Michigan Ave.
Chicago, Illinois



**THE Household Magazine leads
all women's magazines in "Stories of Distinction."**

**For the past fifteen years Edward J. O'Brien, the
distinguished critic of the short story, has analyzed
all American short stories in his annual volume en-
titled, "The Best Short Stories and the Year Book of
the American Short Story."**

**The 1930 edition of this book has just been issued
by Dodd Menden & Co., covering the period from June
1, 1929, to April 30, 1930. This book gives the total
number of stories published by various magazines
and the percentage of the total which he believes is
entitled to be called the "Stories of Distinction."**

Here's the number of short stories published by the various women's magazines, and those which Mr. O'Brien classifies as being entitled to be called "Stories of Distinction."

Publication	Total Stories Published	"Stories of Distinction"	Percentage "Stories of Distinction"
The Household Magazine	29	15	52%
Delineator	53	17	32%
Good Housekeeping	55	17	31%
Pictorial Review	48	15	31%
Woman's Home Companion	58	13	22%
Ladies' Home Journal	69	11	16%
McCall's	44	5	11%
Woman's World	34	3	9%

According to this acknowledged world authority, short stories appearing in The Household Magazine are, on the whole, superior to those published in any other women's magazines in America.

The HOUSEHOLD MAGAZINE

A CAPPER PUBLICATION • ARTHUR CAPPER • PUBLISHER

New York
Cleveland

Chicago
Topeka

San Francisco
Kansas City

Detroit
St. Louis

Advertising IS news when you buy space!

The September figures from Portland, Oregon, both in volume and variety show *why* the Oregonian has more readers every day than any other newspaper in the Pacific Northwest.

1 The Oregonian leads in NUMBER OF ADVERTISERS

	Local	Nat'l
Morning Oregonian	381	228
Portland Telegram.....	160	66
Oregon Journal.....	313	199
Portland News.....	147	89

2 The Oregonian leads in EXCLUSIVE ADVERTISERS

Morning Oregonian	125	104
Portland Telegram only...	26	9
Oregon Journal only.....	55	68
Portland News only.....	18	8

3 The Oregonian leads in NUMBER OF ADVERTISERS using largest space in One medium

Morning Oregonian.....	234	148
Portland Telegram.....	49	16
Oregon Journal.....	134	99
Portland News.....	39	22

The Oregonian

PORLAND, OREGON

Represented Nationally after November 1st by
WILLIAMS, LAWRENCE & CRESMER

NEW YORK

CHICAGO

SAN FRANCISCO

LOS ANGELES

SEATTLE

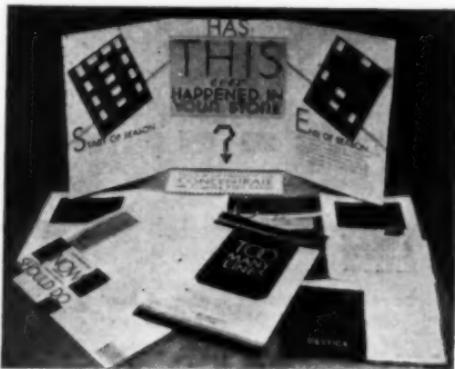
Getting Dealers to Drop Competitive Lines

How Atwater Kent Advanced the Idea of Merchandise Concentration

By Charles G. Muller

WITH seventy to eighty manufacturers making radio sets last year, there developed a tendency among dealers to spread stocks thin over many different brands. To counteract this tendency, the Atwater Kent Manufacturing Company this year designed a dealer mail campaign to sell the idea of concentrating on one line for profit. Returns from distributors who mailed this campaign to 9,000 dealers at \$1 a name indicate that it achieved its purpose. Many dealers have narrowed their lines, while prospects have been made dealers on the strength of the merchandising idea behind this campaign.

When, at the end of last year, dealers found themselves left with sets that threatened to become orphans and found that they made most of their profits on the leading brands only, there developed a lively dealer interest in this idea of reducing the number of brands in their salesrooms. Sensing in this interest a timely opportunity to sell the trade on the value of concentration of lines, the company obtained through its eighty-three distributors letters giving the experiences of dealers who already had concentrated profitably on Atwater Kent radios. These letters then were made the backbone of an interesting series of eight direct-mail pieces for distributors to send to their trade. These pieces were printed in color on special stock and were unusually attractive. They were designed to catch the dealer's eye and hold his attention while the company told its concentration story briefly, but convincingly.



A Few of the Direct-Mail Pieces Which Were Mailed to Dealers by Distributors

The plan first was laid before the company's distributors who have on their books some 15,000 accounts handling Atwater Kent machines. It was felt that about 5,000 of these retail accounts would form a good group to receive the mail campaign, which would go out under the individual distributor's letterhead at a cost to the distributor of \$1 for each name. However, the idea appealed so strongly to the distributing organization, according to P. A. Ware, sales promotion manager, that 9,000 instead of 5,000 names were put down to receive the mailings. All but one of the company's eighty-three distributors bought this series of mailings, the single exception being a man who had gone off into the mountains on a fishing trip and had put himself beyond reach of news until too late.

In an envelope that carries the message "No one but John Smith can settle this 100 per cent question," John Smith, the dealer, received the first mailing which contained a letter from his distributor on the distributor's letterhead and was addressed personally to

John Smith. The letter was to the point:

As a radio distributor, we get a bird's-eye view of merchandising tactics. Dealer policies always interest us—especially those policies that have produced outstanding success.

Unquestionably, you, too, are interested—and are glad to review the experiences and accomplishments of your fellow dealers.

Three letters from dealers are attached; they tell their own interesting story of successful accomplishment—and confirm our belief that it PAYS TO CONCENTRATE ON SELLING ATWATER KENT RADIO.

We recommend that you, too, give serious thought to the advantages of selling Atwater Kent Radio EXCLUSIVELY; smaller stock—smaller investment—quicker turnover—MORE NET PROFIT.

Why not think this over; then talk with our salesman about it.

The three letters mentioned by the jobber were from dealers in various parts of the country, giving their experiences in handling one radio line to the exclusion of all others. An excerpt from one of these dealer letters will illustrate how forcefully the campaign brought to the trade in terms of distributor and dealer the nub of their harassing sales problem:

We think we have had some rather interesting experiences. You, no doubt, know we carried, as many others did, several lines of radio. We started with two, and rather than "lose" business we added more, and with every additional line came a new "headache." We soon saw our mistake.

Our stock inventory increased to unheard of figures. Our turnover was cut down to a 6 time yearly stock turn—then, lastly, our service costs grew. Our parts inventory was tying up money and we had to have an extra service man.

We then came to a halt, and after careful forethought decided to experiment with one line, and were confronted with the problem of selecting which line of the eight carried, should be the one.

For two years, our only line has been Atwater Kent. Our turnover has greatly increased. We lose no sales, nor do we have to worry about service—there is none on Atwater Kent.

This first piece, with its dealer letters backing the distributor's concentration recommendation, went out to the trade on July 25—about the time dealers had had a chance to survey the 1930 field and to de-

cide on where to place their orders for the new season. Six days following, the dealer received mailing piece number two, which gave "six cash register reasons" why dealers should concentrate 100 per cent on "Atwater Kent Radio with the golden voice." The cash register on the first of the broadsides's eight pages carried the dealer's own name in print. The six "reasons" were: "Smaller Investment, Quicker Turnover, Dominant Advertising, Closer Distributor Co-operation, Lower Overhead, and Less Depreciation."

"Leftovers or Turnovers—which?" was the eye-catching caption of the third piece which reached the dealer in another six days. In this, emphasis was on but one of the company's six points, not on all, just as the fourth piece stressed "Increasing your net profit."

The fifth mailing, a long strip folded three times, graphically urged concentration as a means to "Cash In' on Atwater Kent Advertising." Magazines were pictured, direct-mail campaigns were shown with catalogs, folders and sales helps, newspaper heads were displayed and poster, radio and window advertising pieces also were illustrated. The appeal to the dealer was that "Your name, side by side with Atwater Kent Radio, focuses a tremendous national advertising campaign on your store. Confidence follows strength in advertising."

The back page, under a drawing of a locomotive over the word "momentum," elaborated the fact that years of consistent advertising by the company have built up a tremendous good-will and public acceptance which the associating dealer can capitalize by concentration on this brand.

Interrupting the more impersonal broadsides at this point, as piece number six of the campaign the distributor sent another personalized letter in an envelope which drew attention to itself with "These dealers are now doing what John Smith should do." The enclosed letter to John Smith was even briefer than the introductory letter of the campaign. Pointing out that

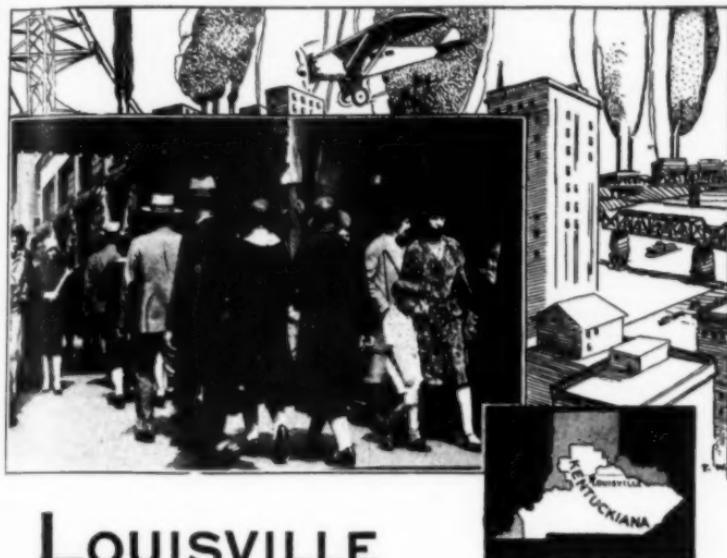
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LOUISVILLE

... The Capital of KENTUCKIANA

With the nearest large city over 80 miles to the north-east, Louisville is the natural market center for practically all of Kentucky and a large portion of Southern Indiana—(KENTUCKIANA). Its large shops attract the buyers from every section of this market and these thousands of buyers are reached daily thru its metropolitan newspapers.

MEMBERS OF THE AUDIT BUREAU OF CIRCULATIONS

THE COURIER-JOURNAL

REPRESENTED NATIONALLY BY THE BECKWITH SPECIAL AGENCY

THE LOUISVILLE TIMES

MEMBERS OF THE 100,000 GROUP OF AMERICAN CITIES

fellow dealers have the same problems, the distributor told John Smith that "the policies they have found profitable . . . the successes they have achieved . . . make interesting comparisons for any dealer." Copies of three dealer letters described their problems and the solution by concentrating. These were convincing letters that stood for themselves without need of supporting comment from the distributor.

"Tie up the name of John Smith with the undisputed leader," said the envelope of the seventh mailing. This piece was a four-page folder the first page of which carried a photograph of A. Atwater Kent. Page two showed the factory behind the product. Page three, the focal point of the folder, concentrated on the six points which the campaign aimed so effectively to impress on the dealer—smaller investment, quicker turnover, easier selling, complete line and less service, powerful advertising and larger net profit. Page four pointed out, as did most of the preceding pieces as well, that this line is "your selling opportunity for 1930-31."

"This letter sums up the question of radio profit for John Smith," proclaimed the envelope of the eighth and last mailing. Inside was a four-page folder.

Here, on two pages, were printed on blue and red cards against a black background the six selling points of stock concentration on which the mailings themselves had deftly concentrated. "The biggest day in your radio business," said text the large letters of which filled the entire center panel, "will be the day you decide to sell Atwater Kent Radio with the golden voice 100 per cent."

Not only did this campaign prove of unusual selling force in getting present dealers to narrow their lines to one brand and in obtaining new dealers, but it had a salutary effect on the distributors' own salesmen.

To all of these men went copies of each mailing at the same time the pieces went to the salesmen's customers. This kept the men in close touch with the campaign and

enabled them to talk concretely to their trade. But the most important effect of this mail effort was that it provided distributors' salesmen with just the stimulus needed to bring them back to sound selling principles which in recent easy sales years had been pushed aside.

With the six reasons for concentration of lines, the salesman had a selling tool of great power, and in driving these concentrated reasons for concentration home to his trade he found he was talking to his dealers in just the terms they wanted to hear at a time when ways and means to increase business in the face of apparently poor business conditions were of paramount interest. By force of example in concentration, the campaign got over its message to dealers and also to salesmen so effectively that distributors report a definite dealer swing toward the recommended concentration.

Industrial Advertisers Appoint Consulting Council

A consulting council has been appointed by the National Industrial Advertisers Association to serve the members of that organization by advising them on industrial advertising and marketing problems.

The members of this council are: Bennett Chaple, vice-president, American Rolling Mill Company, Middletown, Ohio; George D. Crain, Jr., editor, *Class & Industrial Marketing*, Chicago; Oscar C. Dahlman, advertising manager, National Equipment Corporation, Milwaukee; Fred R. Davis, publicity department, General Electric Company, Schenectady, N. Y.; Frederick B. Heitkamp, general sales manager, Cincinnati Milling Machine Company, Cincinnati; Nelson S. Greenfield, advertising manager, Hercules Powder Company, Wilmington, Del.; O. C. Harn, managing director, Audit Bureau of Circulations, Chicago; and J. C. McQuiston, publicity director, Westinghouse Electric & Manufacturing Company, East Pittsburgh; Benjamin H. Miller, manager, industrial division, J. Walter Thompson Company, New York; Arthur H. Oberndorfer, advertising manager, Silver Steel Castings Company, Milwaukee; H. H. Squire, advertising manager, Hinde & Dauch Paper Company, Sandusky, Ohio; Julius S. Holl, advertising manager, Link-Belt Company, Chicago, and Paul Teas, president, Paul Teas, Inc., Cleveland.

Arthur Olney, formerly with the Pioneer Printing Company, Seattle, has joined the Daken Advertising Agency, Inc., of that city. He will be in charge of the direct-mail division.

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THE BANKER IS IN YOUR PICTURE!

How banks have changed! Years ago they were more exclusive than Union League Clubs — but this was years ago. Now in New York and other large cities banks are built with no wire cages, no bars, no unnecessary barriers. Most banks have cultivated a friendly, comfortable atmosphere for depositors and encourage them to think of the bank as their bank. This brings the Banker close to every business problem in his community. He has become a trusted counselor and adviser to merchants and manufacturers, dealers and distributors. And why shouldn't business men turn to the Banker for advice? He is himself director and owner of 50,000 leading businesses!

* * *

Let one of these men tell you the Journal's story. It's an unusual one.

* * *

Alden B. Baxter, Adv. Mgr.
J. Howard Snow
New York, N. Y.

Charles H. Ravell,
332 South La Salle St.,
Chicago, Ill.

Cupit & Birch,
Kohl Building,
San Francisco, Cal.

846 So. Broadway,
Los Angeles, Cal.



Careful Counting

Our own advertising appropriation is small.

Yet during 1930 we increased it and profited thereby, for our 1930 business is well ahead of 1929.

Though we are a non-profit publication and count our dollars carefully we're going to try and further increase our appropriation during 1931.

We believe in advertising.

We believe also that "Banker Influence" can be of tremendous help to business during the next twelve months. Therefore, we suggest that you advertisers who also count your dollars carefully, count the few extra necessary to use the *American Bankers Association Journal* consistently and see the results you will achieve.

* * *

The *American Bankers Association Journal* reaches a reader audience of 100,000 of the most important figures in business today — the Bankers.

(over 37,500 net paid)

* * *

**AMERICAN BANKERS
Association
JOURNAL**
110 E. 42nd STREET NEW YORK CITY
EDITED BY JAMES E. CLARK

THE
**ELEVATED SYSTEM
IS EXPANDING
TO SERVE RIDERS
WHO READ CHICAGO ELEVATED**

*M*illions of dollars have been appropriated and work is now "under way" on the Chicago Rapid Transit expansion program, including:

- Improving of terminal facilities.
- Lengthening of station platforms.
- Building of new units of Elevated lines shops for remodeling of cars and building of new steel cars.

**Chicago Elevated Ad
509 S. Franklin St...**

ADVERTISED CAR CARDS AND POSTERS



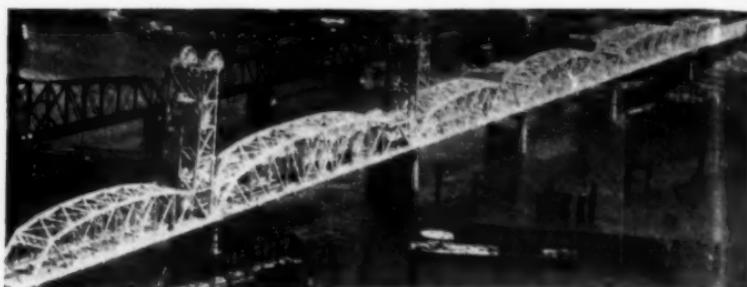
View of exterior construction work for the new Kinzie Street station, serving the Merchandise Mart.



Work of extending station platforms, as shown to accommodate eight-car trains is now being carried on at a number of stations on the Rapid Transit lines.

—All of which will make Rapid Transit in Chicago faster and safer—more convenient and more comfortable—will make added thousands join the present million daily riders who read the Elevated car-cards and posters.

United Advertising Co.
5000 S. Chicago, Ill.



New Pekin, Ill., Bridge Over Illinois River

Every Picture by "Scoop" Is a Scoop for The Pantagraph

560 Exclusive Air Pictures for
Central Illinois Readers in 1930

Flood, fire, ceremonial or any event of importance finds "Scoop" in the air recording the unusual. This high-power plane and camera man are ready 24 hours a day—the only exclusive newspaper plane in Illinois outside of Chicago.

The Daily Pantagraph

BLOOMINGTON, ILL.



"Just One of the
Many Services
That Makes
The Pantagraph
a Newspaper
of Distinction"

The "Rough-Surface Technique" and Its Possibilities

This Neglected Medium Is Ideal for Line Plate Reproduction and Can Be Given Numerous Unusual and Artistic Variations

By W. Livingston Larned

WHEN new and artistic techniques are desired for newspaper reproduction, or even when an unconventional style is sought for magazine or booklet work, the rough-surface illustration, made by using special board and charcoal, pencil or grease-crayon, is a desirable innovation.

For here is a medium which in no wise resembles pen drawings, reproduces admirably under the most adverse conditions, and may be depended upon to add character to any campaign in its pictorial phases.

The technique, indeed, is so pleasing, so easily handled and so flexible in its many applications, that pictures for magazine advertising are likely to employ it and some of the more ambitious brochures and catalogs of the year have featured illustrations in this style.

In a number of instances, rough-surface drawings seem to solve the problem of what to use when a campaign has exhausted the possibilities of wash illustrations and the multitudinous techniques of the pen-and-ink specialist.

For coated stock adds, of course, to perfection of reproduction, and there are subtleties which can be brought out only when the engraver does his work well and sympathetically. This is equally true where the series is to be run in newspapers or in farm papers.

A deeply etched plate is at all times essential, otherwise there might be danger of filling-in, of

"shoulders," or of losing some of the tiniest of the almost invisible dots. These subtleties of technique, however, will print satisfactorily, even when the mesh is close and the detail fine on the most doubtful of paper stock, provided



New York Galleries, Inc., Demonstrates That the Rough-Surface Technique Is Especially Effective When Employed in Behalf of Still Life Studies

the plate is scientifically produced.

It is inexplicable that more attention is not paid to the engraving of such subjects that, by their very nature, obviously call for the most scrutinizing care in this direction. An artist may spend a week on an elaborate composition on surfaced board, only to learn that, because of the inevitable "rush," a line engraving has been made overnight.

It is advisable in securing cuts in this classification that the engraver not only be given sufficient time in which to study out his problem, but

that the artist point out, with a tissue overlay, the places which are likely to cause trouble when electrotypes are made or when the reduced illustration appears in a newspaper.

The artist almost invariably goes to the extra trouble of making his drawing "fool-proof" by certain conventional but workman-like safeguards, such as having a photograph or a Photostat made, "down to size," from which he may judge to what extent the technique fills in, tightens up or is otherwise endangered because of several reductions from the original.

No other style of illustration calls for greater consideration along these lines, than the picture which has been drawn, in crayon, pencil or charcoal, on a rough-surface board. The technique is one of thousands of little incidentals, as the crayon makes its impression on the paper. Shadows and dark areas almost close in, yet the tiny white areas are precious and indispensable.

The same is true of vignettes, where a tone grades off into practically nothing. Where a halftone, on newspaper stock, on the other hand, might offer almost unconquerable difficulties in a mechanical sense, the crayon dots should print—and do—when the engraving has been properly made.

No technical hazards need surround the rough-surface illustration when it is turned over to the engraver to be etched. While not so simple, perhaps, as a pen drawing, the medium of reproduction is approximately the same. Often, where an advertisement is to ap-

pear in a few newspapers only or in a half dozen farm papers, the etching might be done on copper if a super-result is demanded. Electrotype may well be ordered with an extra request for the very best.

To some extent, the surface-paper technique, in its relation to engraving, resembles closest, perhaps, Ben Day tones, although the crayon original will reproduce more successfully when the texture is quite fine, than will some of the intricately patterned, mechanical, screen-like effects. If you know the character of the stock on which a certain picture is to print, the artist is in a position to regulate his tone values and technique when using crayon, pencil or charcoal. But a Ben Day pattern is fixed as to dots or lines or whatever design is chosen, and such textures may fill in on extremely poor paper stock. There need be, in other words, no element of doubt in these surface-paper illustrations.

What useful purpose does this peculiar technique serve? There are several. For one thing, as has been intimated, the medium is admirable when an advertiser has tired of halftones, either from photographs or from original wash drawings. It really does constitute a new and refreshing scheme, invariably interesting to the eye.

It is a medium, as has also been hinted, which may be trusted to reproduce satisfactorily and "print well" anywhere, at any time, under all conditions and on any grade of stock. If, for example, an advertiser wishes to economize and must make one original drawing serve for magazine and newspaper, book-



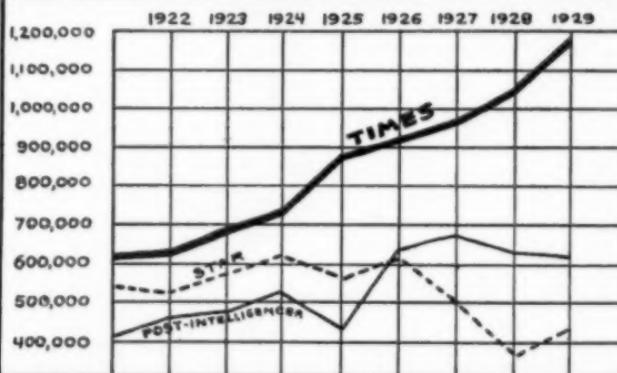
Mechanical Details Need Not Be Slighted with This Technique as This Norton Door Closer Illustration Proves

There is 1

outstanding FOOD ADVERTISING MEDIUM . . . in the SEATTLE field

This 9-Year Record tells the story . . .

FOOD LINAGE - SEATTLE NEWSPAPERS



THE SEATTLE TIMES' circulation is largest and most resultful in the Seattle Trading Area. Average, for 6 months preceding October 1: 102,000 plus DAILY; 141,000 plus SUNDAY.

To bring you nearly up to date: NET PAID FOOD LINAGE Seattle newspaper, 1st 8 months of 1930 . . . THE SEATTLE TIMES, 877,778 lines . . . 2nd newspaper, 466,583 lines . . . 3rd newspaper, 304,558 lines.

O'MARA & ORMSBEE, Inc.
NATIONAL REPRESENTATIVE
New York Detroit Chicago
San Francisco Los Angeles

**THE
SEATTLE
TIMES**

lets and business papers, the rough-surface drawing may be depended upon to show up handsomely throughout the entire campaign, at an appreciable money saving.

Uninteresting subjects can be made to seem more attractive, visually, when the artist interprets them in this clever medium, and its variety of styles is by no means limited. Not all crayon-on-rough-board pictures are identical as to technique. For one thing, each artist has his own method, his own stylistic process. The individuality of the worker is always in evidence.

It should be understood, in this regard, that the technique of such illustrations is determined very largely, among other things, by the type of paper or board chosen. Some of these are quite rough and porous, while others have a finely grained surface. It is estimated that there are no less than fifty different kinds and grades of surfaced drawing boards. Nor does this include chalk-surface papers which have been given special pattern surfaces, raised, thereby automatically supplying a similar pattern in the illustration. This article, incidentally, has nothing in common with such mediums. They are far more precise, inflexible and set as to technique, than where ordinary stocks have been employed.

Take, let us say, the more coarse-grained of the heavy drawing boards, customarily employed for dry-brush illustrations or for wash originals. When a grease crayon pencil is drawn across such surfaces, a peculiarly pleasing and adaptable texture is arrived at, the varying degrees of light and shadow of which can be easily regulated.

Watercolor paper is popular with other artists and some use mount board, compo board or even the mat stock found in any picture-framer's shop. There is a considerable difference between the

three mediums, charcoal, pencil and grease crayon, although each has its place in the series of techniques resulting from its use. A pencil drawing is more delicate, more subtle, with far more possibilities in the direction of vignetted tints and textures. It is, incidentally, the most difficult of the three to engrave and some originals demand

**YOUR
BUILDING
TEN
YEARS
FROM
NOW...**

Five years from now the outside will look the same, you say—but how about the inside? How about the rents, and the cleaning service costs?

These are questions which the Spencer Central Cleaning System answers in a definite way.

First, before the building is opened this System begins a lifetime of efficient cleaning work. It removes all dirt and dust the day it arrives. It cuts the costs of cleaning and keeps all parts of the building clean and serviceable every day. It removes all dirt and dust from walls and roofs—every surface is quickly cleaned with quick strokes of the light and efficient vacuum tools.

If you do not have our special series of Bulletins for Architects we will be glad to send you a set for your files.

**THE SPENCER TURBINE
COMPANY**
Hartford, Connecticut

**SPENCER
CENTRAL
CLEANING SYSTEM**

Modernistic Effects Are Readily Secured with the Rough-Surface Technique

highlight halftone plates if newspaper stock is intended.

Charcoal is by no means easy to handle. It rubs, it smears, it shades off into effects which are not reproducible in a line plate, and it is more likely to fill in. Those who are unaccustomed to working in charcoal are likely to find the medium somewhat aggravating and unmanageable. Such originals must be sprayed over with Fixitif, which holds the pigment and prevents smearing. Changes, after this, are by no means easy to make.

And, finally, we have grease-crayon, which would appear to be, by long odds, the most satisfactory of all the techniques and one most popular with artists who specialize

A · NEW · POLICY

On Copy Service

The higher degree of craftsmanship apparent in all forms of business paper advertising has placed steadily increasing demands upon the copy service facilities of McGraw-Hill publications.

Although the percentage of advertisers using these facilities has gradually decreased in recent years, the cost of serving them has continually increased.

Accordingly a moderate scale of copy service charges will be instituted January 1, 1931. On copy being prepared for present advertisers these charges will not go into effect until January 1, 1932, twelve months later.

Complete information concerning these rates will be sent to anyone who is interested.

McGRAW-HILL PUBLISHING COMPANY, INC.

NEW YORK

CHICAGO

PHILADELPHIA

DETROIT

ST. LOUIS

CLEVELAND

LOS ANGELES

SAN FRANCISCO

BOSTON

GREENVILLE

MEMBER 100,000 GROUP AMERICAN CITIES

Peoria's Purchasing Power Is GOOD the Year 'Round *because*

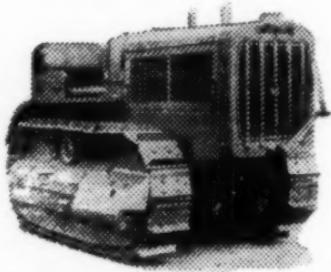
of the wide diversification of its
industries which includes nearly
everything . . .

from
BABY CHICKS



Peoria incubators produce
over three million three
hundred and sixty-four
thousand baby chicks an-
nually.

to
TRACTORS



The Caterpillar Tractor
Company is the largest
manufacturer of track type
tractors in the World.
Their adaptability to all
sorts of hauling and mov-
ing jobs provides this
company with a year-
round market.

THE PEORIA JOURNAL-TRANSCRIPT



Chas. H. Eddy Co., Nat'l. Rep., Chicago, New York, Boston

First in Peoria »»» In News »»» Circulation »»» Advertising

in drawings of this character.

It "stays put" and it rubs less easily. It catches the rough surfaces of paper or board and does not scatter. Where the subject is intricate or where a still-life is to be made, grease crayon is far more obedient to fine detail.

Although Chinese white can be employed, after the drawing is practically completed, in illustrations of this type an artist will assure you that the device is far from ethical and is apt to introduce irrelevant and contradictory effects, not in keeping with the true surface-paper technique. Highlights and open areas should be left by the artist as he goes along.

Although the technique in its numerous aspects is used very largely for figure compositions, it is every bit as effective when employed in behalf of still-life studies of a mechanical nature. Machines gain much when interpreted in crayon on a rough-surfaced board. They often are more artistic, more interesting than they would be if drawn in pen and ink, for instance.

Many advertisers in industrial magazines and in trade papers, of recent years, have settled upon mechanical illustrations of inanimate subjects, handled in crayon on different grades of surface paper and find that no essential of detail need be slighted because of the free, sketchy technique.

Securing Modernistic Effects

Modernistic effects are readily secured by the flat tone planes of crayon, charcoal or pencil, and in drawings of buildings or any architectural subject, surprisingly fresh, new outlooks on the subject have resulted during the last few years.

Grease crayon backgrounds for halftone objects are most attractive, a combination plate being employed for this purpose.

Originals are not to be made very much larger than their final reproduction and a very fair share of the artists, although frankly handicapped, prefer to make their drawings actual size, so that reduction does not cause dark areas to close up and smudge, departing, as a consequence, from the original tempo of the complete illustration.

Chain-Store Tax to Get Its Big Test

IF the chain-store organizations make any effort to keep on hand the legal proceedings in all cases involving chain-store taxation, it must be necessary to devote an entire warehouse to the purpose. The legal battle has waged incessantly and over a tremendously broad front.

Now it appears as though a certain amount of order may be brought out of a situation that has been exceedingly chaotic. The Supreme Court of the United States has consented to review the case involving the Indiana chain-store tax and its decision may settle some, at least, of the more troublesome features of this phase of anti-chain legislation.

The case came before the Supreme Court on appeal from the decision of the United States District Court for the Southern District of Indiana. In the lower court, the case was known as the State Board of Tax Commissioners of the State of Indiana v. Jackson, number 183. Jackson operates some 225 grocery stores in the city of Indianapolis with a capital investment of approximately \$200,000. His annual sales are in excess of \$1,000,000 and the tax passed by the Indiana legislature would amount, in his case, to \$5,443 annually. A person or corporation operating but one store with a similar investment and having similar sales, the court pointed out, would pay a tax of only \$3. This, the district court held, amounted to such discrimination as to render the law invalid.

New Business at Wichita

Byron C. Andrew, formerly space buyer with The Kolthoff Advertising Company, Wichita, Kans., has established his own advertising business at that city under the name of the Andrew Advertising Agency, Inc.

Appoints McCready-Parks

Scandia Jourde, New York, beauty preparations, has appointed McCready-Parks, advertising agency of that city, to direct its advertising account. Class publications and direct mail will be used.

What's Happened to the American Stomach?

What the Food Industry Must Do in a Period of Declining Prices; How It Can Win Back Its Lost Leadership

By George R. Olds, Jr.

General Sales Manager, The Hills Brothers Co.

IF we can credit those observing the past what we can expect for the future, we can find a very illuminating record of events in the thirty years following the last previous great cataclysm, the Civil War. Pursuing the necessity of our business forefathers, we shall have to adjust ourselves to over-supply of world's goods, or at least over-capacity to supply, with its downward trend of commodity prices, its hand-to-mouth buying, in short, its "buyers' market." When we stop to think of this combination is it any surprise that we discover the attendant annoyance of price-cutting, rebates, concessions, deals, high-pressure selling? And when we adjust ourselves to it we must plan for a period of thirty or more years following 1919 in which there will be some "ups" but more "downs." There is much evidence in the first ten years that this period is paralleling the other.

Assuming such a situation, we can hardly expect that artificial schemes which prevent price reduction in some form, which encourage increase in size of order beyond necessity, or which discourage other signs of the times, will do more than delay the time when the trends will force themselves on us. If the flood has been dammed, the

M. R. OLD'S thoughtful discussion of the problems facing the food industry could, in its basic points, be used as a keynote for the discussion of the problems of almost any other industry.

His predictions as to the course of business during the next few years may not be pleasant, but they are characterized by a clarity and sanity which are much needed today as we swing into the second year of depression.

catastrophe will perhaps be put off but will be the greater shock by reason of its concentrated weight. So we have rather before us the necessity not only for greater skill in our processes both of production and distribution, but radical reductions in costs and even in percentage of profit.

The attempt to force new tastes and new desires on an unsuspecting public is going to give way to movements along the lines of least resistance, based on exhaustive studies of consumer tendencies, on which economy in distribution can alone follow. Similarly, any prolonged attempt to make distributors

function on our products without the profit to which an efficient wholesaler, retailer, or chain is entitled will not only create misunderstandings and strife, but will invite, yes, compel, the distributor to adopt the unhealthy attitude of "every man for himself."

The private or other substitute brand is the natural alternative. There is no obligation on the manufacturer to guarantee a distributor's margin which will protect that party's inefficiency. But somehow, sooner or later, we shall find it necessary to discover some means by which the wholesalers, the retailers, and the chain systems which operate with skill, judged by modern standards, may sell our merchandise at a price which shows a margin above cost of goods plus cost to distribute.

As the industry faces such prob-

From a speech delivered before the annual convention of the Associated Grocery Manufacturers of America at Atlantic City, October 22.

At last

GROUCHO'S GRUMBLINGS

in BOOK form!

WHAT GROUCHO SAYS

BY "GROUCHO"

If you've seen his joyous, disgusted, lovable, sarcastic mutterings in *Printers' Ink*, you're certain to want this complete volume. If you haven't, turn to page 82 of this issue for a sample.

The book contains 75 of his most delightful sketches. Read them and laugh — at yourself, at practical agency advertising and the way she's run, at all the hokum you see in the profession.

And give them—when Christmas rolls around—to clients, staff, and advertising friends.

Price \$3.00. Special discounts on quantity orders.

GROUCHO WINS!

"Superb entertainment! Keep it on your desk if you're in the habit of consulting masterpieces of advertising lore." —S. K. Wilson.

"Readers of *Printers' Ink* who have missed reading them have missed their subscription price!" —J. F. Oberwinder, Vice-President, D'Arcy Advertising Agency.

"Groucho's Mirror of Ourselves at Our Well-Known Worst may be guaranteed to cure complacency. We need it a lot." —Robert Tinsman, President, Federal Advertising Agency.

"Sound advice to beginners; sage counsel to veterans." —J. H. Houseley, President, Hawley Advertising Co.

"Should sell to every advertising man. Amusing, wholesome . . . chuckles for commas, grins for periods!" —Harry Varley, President, Briggs & Varley.

"I've enjoyed every one of them." —Wm. H. Rankin, President, Wm. H. Rankin Co.

FREE EXAMINATION COUPON

Harper & Brothers,
49 East 33rd St., New York.

Gentlemen: Please send me..... copies of

WHAT GROUCHO SAYS—\$3.00

I will remit \$..... within five days or return the book(s).
 My check for \$..... is enclosed.

Please send C.O.D.

Send information about quantity discounts.

Name.....

Address.....

Business Connection.....
P.L.10

(Please fill in)

lems as these, the matter of a free deal here, or a drop shipment there, becomes small by comparison and its adjustment a matter which concerns our precarious future very little. I do not mean to say that disrupting trade practices are to be ignored or condoned. They are to me matters of vital concern in trade harmony and fair business practice, both of which are essential to a proper development of our thirty-year constructive program.

I am merely trying to bring out the fact that these practices are the relatively minor and rather-to-be-expected accompaniments of the larger and far more fundamental trends that confront us and challenge the harmonious collaboration and united intelligence of the entire grocery industry. It is no time for internal strife. The best minds and the closest harmony will be more than enough to direct events in their proper course.

In his remarkable address before the National Chain Store Association last month, Alvin E. Dodd, assistant to the president of Sears, Roebuck & Co., in justifying a spirit of research, warned us all against what he called "the illusion of permanence," the mistaken idea that that which has served well in the past is eternally to be found adequate.

His point was very well taken. He was right in indicating that some chain operators were imagining that the chain form of distribution was the "last word," that it was the form itself which brought their success rather than the skilful merchandising which often accompanied it. We can find similar illusions all around us. There is the retailer who imagines that the consumers will flock to his door because he is an independent grocer and regardless of any deficiency in merchandising skill he may suffer under in comparison with his "arch enemy." There is the wholesaler who, when pressing on his own label, imagines he can still be an efficient distributor of manufacturers' brands.

Nor are the manufacturers free of illusions. We fondly imagine that consumers think of the great national manufacturer in connec-

tion with our brands. Tests will show they identify brands with contents only and have very vague ideas as to the origin or distribution of what we call national brands.

Some of us still think, and too often act on the idea, that distributors cannot live without our product. We are blind to the inroads that confidence in the dealer is making on confidence in the producer. We are even inclined to ignore the evidence of the Louisville Survey that, on the average, only about one-third of every grocer's volume is in grocery products and that our particular product is a small part of that third. When we find, however, that about one-third of these groceries are actually sold by the retailer below total cost to buy and distribute we are, I am sure, under no illusions as to the threat that lies in such a condition.

Food Industry Not the Largest

The last ten years have been full of so much internal strife and dissension that there has grown on us all very gradually one big and fundamental illusion. Only a year ago I recall myself presuming to tell one of President Hoover's conferences that the food industry, which embraces in a sense the whole grocery industry, was the largest of all in this country. This was based on Government figures of 1925.

Only last week I learned to my very great surprise that the Census of Distribution, in its preliminary returns, tended to show that the automotive industry had risen to first place in per capita expenditure largely at the expense of the food industry, which now stood second.

The significance of this to us here and to all engaged in the grocery field of action in any way at all is simply immense. An "illusion of permanence," the impression that nothing could supplant food as an appeal to consumer want, has suddenly been shattered by what seems like an artificial desire satisfied by mechanical invention. An indicated decline of \$16 per month per family in food consumption can have restricted our

Youth-Vigor-Stability

For fifteen years **BUSINESS AMERICA** has been very busy throwing away some of its old **HABITS** and putting **PROGRESSIVE BRAINS** into the holes which were left. No temporarily unfavorable business condition can change that movement and nothing in the world can frighten it away.

RE-ADJUSTMENT? Not quite. Constant adjustments of business practice based on progressive thinking, now and always, not adjustment backward, now nor ever.

THE BIG THING is—We think more vigorously and better. The opinions of progressive thinkers count for more.

PREFERRED RATING is given to four important magazines, whose space is now sold as a group unit. Their eminent past history concerns them only as a preparation for the large and vigorous part they play NOW in reaching the best minds in industry, finance, and among the social and professional leaders of America.

Their advertising pages exert an influence of exceptional power. Their readers not only buy well themselves, but exert an additional purchasing influence because they are influential people.

PREFERRED QUALITY MAGAZINES

Formerly the Quality Three

ATLANTIC MONTHLY

HARPERS MAGAZINE

CURRENT HISTORY

SCRIBNER'S MAGAZINE

597 Fifth Avenue, New York



**Chinook Salmon
Packing Center
of the World**

ASTORIA

Salmon packing and canning, Oregon's third largest industry, centers in Astoria and brings there \$8,000,000 each year. The fishing fleet of 2,000 boats produces income for 5,000 fishermen, 22 packing plants, 10 cold storage plants.

Astoria's \$4,000,000 port investment attracts Oriental and coast-wise liners carrying thousands of tons of freight. Grain elevators, coal bunkers, travelling cranes, warehouses, and belt line railroad make this port as modern as any.

Like other prosperous Oregon cities, Astoria's wealth is widely diversified. Lumbering and logging, shipping, dairying, tourists, small fruits and berries, and poultry swell the market's wealth to \$25,000,000. And that does not include the \$5,500,000 annual payroll.

The Astorian Budget, published every evening except Sunday, is the only daily in northwestern Oregon. It represents the September consolidation of two of Oregon's older dailies and has a present circulation of approximately 4,800. Naturally, the Astorian Budget is a member of the Audit Bureau of Circulations.

Astorian Budget

Every day 232,924 Oregon buyers read these thirteen
Mogensen Newspapers:

Albany Democrat-Herald	La Grande Observer
Ashland Tidings	Medford Mail Tribune
Astoria Astorian Budget	Oregon City Enterprise
Eugene Register	Pendleton East Oregonian
Grants Pass Courier	Roseburg News-Review
Klamath Falls Herald-News	Salem Capital-Journal
The Dalles Chronicle	The Dalles Chronicle



M-C MOGENSEN & CO. Inc.

New York
Chicago
Portland

San Francisco

Detroit
Seattle
Los Angeles

GRANTS PASS, OREGON'S "BIGGEST LITTLE CITY", NEXT!

market potential by over \$5,000,000 a year, even allowing for population increase in five years. Though these preliminary figures may not give accurate results, nevertheless there is dark promise enough in them to account for all of our distribution ills at one blow.

Consider what has brought this about — improvements in machine efficiency, comfort in motoring, economy, good roads, satisfaction of the wish for social recognition in beauty of car design. One could add other causes. But the inescapable fact behind all these causes is the power of development, especially in distribution, by an organized industry. Whatever may be its internal rivalries and disagreements, the automotive industry has worked shoulder to shoulder to exploit consumer purchasing power by adroit playing on his desires, in selling, in advertising, in editorial material, in a hundred subtle ways.

Lulled by our "illusion of permanence," we have thought our consumers would go on spending for food, the great necessity, without any letting up. Under the distraction of our internal dissensions, we of the whole grocery industry have neglected to plan sufficiently for making our product group attractive beyond mere necessity; have even allowed another type of product, by no means a necessity, to usurp our natural place; have ignored the obvious fact that we are all — manufacturers, wholesalers, retailers, chains — component parts of the same great industry which, as a whole, should progress in consumer preference and has not done so.

Let us stop a moment and look into a typical possibility for united effort. Taking an average family income per year of \$1,600, in which the great masses come, for the 28,000,000 families in the United States we find that five years or so ago about \$51 per month of this would have gone for food. Indications for 1930 would reduce this to \$35 per month.

Now students of food consumption tell us that the total amount of food measured in calories consumed by one person in a month cannot be increased. It has appar-

ently been decreased however and should logically be capable of increase by some similar amount; but for the moment we need not argue that point.

Right at this time a great wave of economy is sweeping the country. The old car is being made to do another year. Old furniture is repaired and will serve. The old radio will suffice for a while. Milady satisfies her self-esteem with fewer or less expensive clothes. Yet the desire for success in social competition remains as strong as ever and with it that latent pleasure is food.

An Opportunity for the Industry

What an opportunity not for an individual product alone, but for the industry! Let the lady build for herself a name for excellence and distinction in the table she sets. Instead of "sporting" the newest color in car bodies, save that \$1,000 and invite a couple of friends to dinner or supper three or four times a month. The extra cost will be not necessarily more than \$10 per month, as against a new gown at several times that figure, new hats, new furs, new rugs, new radios at prices which make such a modest food increase look inconsiderable.

The cheapest way to an old-fashioned sort of social eclat for great masses of people is through the food they serve. This does not necessarily, though it might easily, increase the total calory consumption; but it does by increasing the quality of the food add to the dollar volume of the food industry if properly directed. Even as negligible an increase as \$10 per month per family would mean three and one-third billions a year to the industry and that includes every factor in it.

The social competition appeal is only one. We could perhaps strike deeper with the simple matter of taste. There is no single product group from which people can get quite as much enjoyment as from food. Yet this can be had at surprisingly low cost compared with other pleasure producers and can develop appetite appeal beyond anything.

Crudely this states only one

sort of approach which could be made to this industry problem. Obviously the task is a big one, not that of any single concern. It is a giant group job, a job for a complete industry with a united front. Such concerted effort must bury the petty differences which distract us from the major goal.

My cure then is to look to my own methods and find out where I am weak. For that purpose I want the most skilful and completely disinterested research I can get to make me see myself as others see me, to tell me where to move even if I must destroy the most cherished habits of action. But I cannot afford this research for my single business.

The industry must then organize for wholly unbiased analysis of what each branch and each unit in that branch must do with its methods to improve the total grocery situation. For none of us, unless he is suffering from "illusion of permanence," will fail to admit that his business methods can be improved.

Some immediate individual interests may have to be subordinated to the greater gain of the larger object. Each unit member of the industry must learn why and how he must conform to the major purpose. A thorough unearthing and marshalling of facts for intelligent approach to the consumer must follow. Ultimately the industry must put shoulder to shoulder to make the huge job effective, having faith that bigger consumption will mean greater opportunity for all. Last and perhaps most essential to success we must so clean our house of deceptive products, misleading advertising, exaggerated concealed costs, that consumer confidence may be merited in what we produce and distribute and in what we ask her to believe about it. Only on such a basis can any plan rest soundly.

What then is before us?

First, we must recognize that the grocery industry is losing prominence with the consumer and that this constitutes by far a greater problem than all our separate complaints put together.

Secondly, we must acknowledge that the causes for this are both

in our industry's slowness to improve the total distribution process and in the accompanying apathy to total industry trends.

Thirdly, we must, as a complete industry, organize in some way to secure disinterested fact-finding for process improvement and carefully planned mass influence to impress upon consumers the newly built values of our product group in their broadest sense.

Fourthly, while continuing to seek the removal of practices which destroy harmony we must transfer our major thought and effort to the advancement of the industry in competition with the power of others.

Joseph Thornton, Art Director, Wales Agency

Joseph Thornton, who formerly conducted a free-lance art and art directing service at New York, has joined the Wales Advertising Company, Inc., of that city, as art director. He was at one time art director of F. William Plumer & Associates and, later, was with the Swenson Advertising Company, both of Chicago.

I. J. Reuter Heads Oakland Motor

Irving J. Peuter, president of the Olds Motor Works and managing director of Adam Opel A. G., Russelsheim, Germany, has been appointed general manager of the Oakland Motor Car Division of General Motors. He succeeds A. R. Glancy, who has been transferred to the general staff of General Motors at Detroit.

Columbia Phonograph Ad- vances D. P. Dewell

Dudley P. Dewell, for four years a member of the advertising staff of the Columbia Phonograph Company, Inc., New York, has been appointed advertising manager. For the last two years he has handled the company's export advertising.

Appoints Fertig Agency

The Ocean Bathing Suit Company, New York, has appointed The Lawrence Fertig Company, Inc., advertising agency of that city, to direct its advertising account.

Joins Daken Agency

Merlin Enabnit, formerly art director of Fairall & Company, Des Moines, Iowa, advertising agency, has joined the Daken Advertising Agency, Inc., Seattle.

Equalization— The Big Feature in All Contests

WALTER M. LOWNEY COMPANY
BOSTON (16) MASS.

Editor of PRINTERS' INK:

Will you please send to the writer clippings or reports that you have gathered having to do with Window Display Contests? We refer, particularly, to contests entered into by retail trade. What we are trying to arrive at is the best method of awarding of prizes.

WALTER M. LOWNEY COMPANY,
H. F. LOCHRIE,
Manager, Sales Promotion.

EQUALIZATION is perhaps the most important feature for all types of business contests. It may be a salesmen's contest or it may be a window display contest, or any one of a half dozen different types of contests—in all of them there is the same dominant need for rules and regulations that will place at least a majority of the contestants on an equal footing.

In salesmen's contests it has happened, all too frequently, that the star salesmen capture all the prizes with monotonous regularity. Similarly, in window display contests conducted by manufacturers among their dealers, the larger retailers have walked away with the winnings with equally monotonous regularity.

Then there is also the professional contestant to be contended with, even in dealer contests. In other words, just as in consumer contests, there are individuals who earn a livelihood by specializing as professional contestants, so there are dealers who add appreciably to their annual earnings by making a regular business of winning dealer contests. The window display contest appeals particularly to these professional contestants and they go to elaborate extremes to assure winning entries.

These are factors which the manufacturer must take into consideration when he plans any type of contest. There are other factors also, such as the type and number of prizes, arranging to secure photographs of windows, furnishing contestants with display material,

etc. All these features of window display contests have been discussed in articles published in PRINTERS' INK and PRINTERS' INK MONTHLY.

Most of the issues in which these articles appeared are no longer available. However, to those who maintain files of the PRINTERS' INK Publications, or who have access to a file, we shall be pleased to send an index list which furnishes the titles of our articles on window display contests and the issues in which they will be found. —[Ed. PRINTERS' INK.]

C. A. Nordberg Joins National Radio Advertising, Inc.

C. A. Nordberg, formerly manager of the Trade Periodical Company, has joined National Radio Advertising, Inc., Chicago, So-A-Tone electrical transmissions. He was formerly publisher of *Petroleum Age*, and was at one time vice-president of the B. P. N. Publishing Company.

Rubberoid Account with Conklin Mann

The advertising account of the Rubberoid Company, New York, is being directed by Conklin Mann, Inc., advertising agency of that city. It was erroneously reported last week that another agency was handling this account.

A. J. Mirski with Metropolitan Chemical

A. J. Mirski, formerly director of sales and advertising of the Innovation Trunk Company, New York, has joined the Metropolitan Chemical Company, of that city, manufacturer of Warmite antifreeze solution, in a similar capacity.

Appoints Marx-Flarsheim

The Ivo-San Laboratory, Cleveland, mineral feeds and veterinary remedies, has appointed The Marx-Flarsheim Company, Cincinnati, advertising agency, to direct its advertising account.

Joins Lord & Thomas and Logan

Morris R. Ebersole, formerly with the Dan B. Miner Company, Los Angeles advertising agency, has joined the office at that city of Lord & Thomas and Logan, Inc.

Joins Campbell-Ewald, Ltd.

E. G. Reynolds, for eleven years with the Toronto office of Cockfield, Brown & Company, Ltd., Montreal advertising agency, has joined the Montreal office of Campbell-Ewald, Ltd.

Outdoor Group Adopts New Set-Up

MEETING in annual convention at Milwaukee last week, the Outdoor Advertising Association of America adopted a new organization set-up designed to centralize activities of the association in four departments, each under the direction of a vice-



*George W. Kleiser
Newly-Elected President*

president, and to make each member a more active part of the organization. The board of directors now numbers forty-eight members, one for each State.

Sales promotion, education, legal and legislative, and plant development are the four new departments. Each of these will function throughout the year in meeting problems and deciding and carrying out policies. The first meetings will be held next month and at these, various activities suggested at the convention last week will be considered and placed into action. Prominent among the contemplated activities is a program of national advertising for the promotion of poster advertising. A unified selling plan for outdoor advertising will also be up for consideration.

The association adopted a resolution whereby it will enter into a campaign of advertising the agri-

cultural products of the United States. This, it is felt, will contribute to the alleviation of present business troubles, many of which, it was said, may be traced back to the fact that the farmer is not getting the proper prices for his products, with the result that he cannot afford anything more than the necessities. The campaign will begin in November and continue for four months.

George W. Kleiser, of Foster & Kleiser, San Francisco, was elected president of the association for the coming year. Kerwin H. Fulton, of the General Outdoor Advertising Company, New York, was re-elected chairman of the board of directors. Herbert Fisk was appointed general manager. His headquarters will be at Chicago.

Vice-presidents are as follows: In charge of sales promotion, W. Rex Bell, Terre Haute, Ind.; educational department, Leonard Dreyfuss; legal and legislative department, J. B. Stewart, Clinton, Iowa; plant development, A. Norrington. O. S. Hathaway, Middletown, N. Y., was elected treasurer and Joseph Harris, Chicago, was named secretary.

Starr-Hager, New Business at Atlanta

L. K. Starr and Richard D. Hager have formed an advertising business at Atlanta under the name of the Starr-Hager Service, with offices at 511-12-13 Citizens and Southern Bank Building. Mr. Starr, who formerly conducted his own advertising business at Atlanta, and, before that, was director of publicity of the Georgia Power Company, is president of the new company. Mr. Hager is vice-president and Marjorie Hager is secretary and treasurer. These officers and Clint W. Hager, United States District Attorney for the Northern district of Georgia, will comprise the board of directors.

To Advertise Vicksburg, Miss.

The Chamber of Commerce of Vicksburg, Miss., has appointed the Bott Advertising Agency, Little Rock, Ark., to direct an advertising campaign, based on a three to five-year program. Newspaper, farm paper, radio and direct-mail advertising will be used.

Glenn W. Thomas and Walter Brownson, artists, have been added to the staff of Manning Studios, Inc., Cleveland.

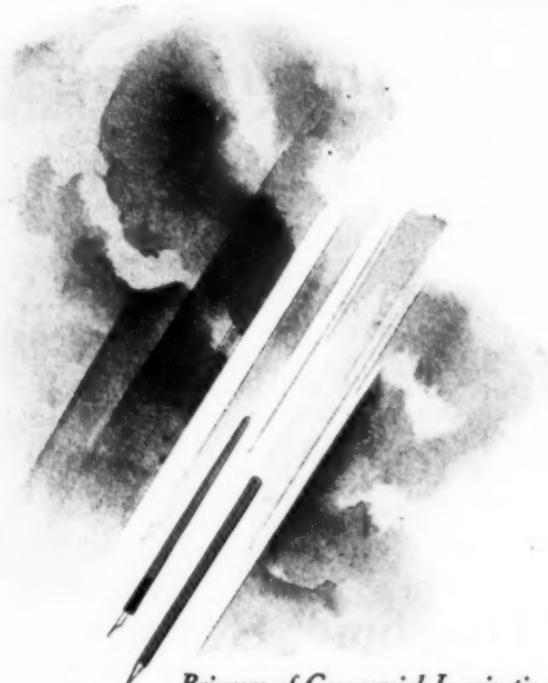
Announcing
 the appointment
 of
W.M. J. WOOLLEY
 to the office of
VICE PRESIDENT
 in charge of
**Plumbing, Heating and
 Mechanical Advertising**

Mr. Woolley was, for eight years, manager of the National Trade Extension Bureau of the Plumbing and Heating Industries and, until recently, was President of the Wolff Co.

**Thos. M. Bowers
 Advertising Agency**

25 E. Jackson Blvd.
 Chicago

Railway Exchange Bldg.
 St. Louis



*Bringers of Commercial Imagination
to American Business*

THE ADVERTISING FOR

**EATMOR
CRANBERRIES**



is created and placed by

MCMULLEN, STERLING and CHALFANT, Inc.

250 PARK AVENUE
NEW YORK CITY

We Put Our Whole Organization to Work Selling

(Continued from page 6)

Not only have our employees pitched in, but their families are helping as well. Mothers, in making their marketing rounds, having read about our idea in the "Coo-Coo!"—which every family seems to read with a great deal of interest—talk about it to the town merchants, and thus bring back leads and very often sales. Even the salesmen who come in to help us have, in many cases, co-operated and referred their friends living in this territory to us as customers.

We picked up orders and business in most unusual places. One man stopped in at a gas station for five gallons and remarked to the gas man how muddy the place was. The owner didn't know what to do about it. Our man suggested cinders and came away with an order for ten loads which filled it up and made a beautiful job, and a mighty pleased permanent friend out of the gas station owner.

Our advertising man was having a circular printed in a neighboring town where we do not deliver. He got to talking to one of the linotype operators and found out he lived in a town where we have a branch but that we were not selling him. He came away with the coal order for ten tons and additional household business besides. It showed us one just can't stop talking sales no matter where one goes, even though it may be out of the sales territory. It is possible to pick up an order anywhere.

Our created sales campaign did more than that. It stimulated sales imagination. In the old days, I fear, when we got inquiries, or possibly orders for products which we did not stock or had never handled, these were referred elsewhere. *Now our boys have the habit of selling the order first, and filling it somehow or other afterward.*

Our new motto is: "We will

sell anything, provided we can sell it at a profit." We are merchants in the broader sense of the word; retail distributors, and as such will deliver anything and can sell anything. Here are some of the unusual products we have sold, but do not regularly handle:

Four power lawn mowers at an average selling price each of \$200 or over.

150,000 square feet of creosoted lumber.

Two wooden horses.

Some bundles of excelsior.

A galvanized skylight.

A steel flagpole.

Several wooden flagpoles.

1,500 linear feet of 1 inch iron pipe with couplings to be used for fence rail where we sold the wooden fence posts.

A two-man painter's scaffold with hooks, rail, blocks and ropes for a sixty-foot drop.

Six complete wicker furniture sets; had to send our truck on a special trip to Brooklyn for it to keep delivery promise—kept it, and made a profit.

One mud pump—\$190—to a customer cleaning out an ornamental pond of considerable size.

Some fire hose.

Some special awnings.

All manner of weird and strange things to miniature golf courses. In fact, we got so we sold every single product necessary in the construction and operation of a miniature course from the time the ground was broken until play was begun.

And so the strange list goes on. We have had calls for all kinds of mechanics, such as plumbers, carpenters, painters, contractors, glaziers, and just recently a request for a tent-maker! The lady had her tent-maker by noon of the same day.

In this way our boys are selling everything in sight, letting no order go on which we can make a profit, and some of them have noses like bloodhounds for business. It is amusing to read some of the created sales slips:

Sold fir gutter—to a man putting on a new roof and forgot the gutter.

Sold baseball gloves to a man who came in to buy carriage bolts.

Sold a new lawn mower to a man who came in and wanted an old one repaired.

Sold a quart of green paint and brush to a man eating a soda next to me during lunch hour.

Our boys will sell anything. In one case, one of our foremen was

painting the side of a lumber shed with white paint. A man came along in a car. The foreman had just mixed up a full five gallon drum of the paint. "I want to buy some white paint, but I don't want to mix it up," the man said.

"I'll sell you this," said the foreman, and made the sale on the spot.

He went back and mixed up some more for himself to finish up the painting job.

Twenty-one More Definitions

Other phases of created sales gradually developed and have been given a place in the campaign. Here are some additional definitions of what are countable as created sales:

1. *Old and odd stocks.* In a lumber yard a great many odds and ends accumulate, and unless they are promptly liquidated, it is possible to tie up a big investment in yard-worn, obsolete items. The sale of any culls, damaged, defective or obsolete items is considered created. We have one yard foreman who is a specialist at moving out odd stuff. We call it "close out" selling. It has become so we send most of our odd things to that yard for him to sell when we cannot move them elsewhere.

2. *Selling a customer previously lost.* We have brought back a great many accounts that were lost either through negligence, misunderstanding, error, or other cause.

3. *Selling complaints.* Anyone who goes out to settle a complaint and comes back with an order in addition to having settled the complaint has made a created sale. We call these "tough ones," and we find one of our men has a positive genius for not only satisfying customers, but handling them in such a way as to bring business back from almost every complaint.

4. *Increasing orders.* If a customer wants one quart of paint and through tactful selling we find it will not cover the amount of surface desired and so sell a gallon of paint, the difference between that and the quart becomes a created sale. Our salespersons are always urged to find out what the

material is to be used for, figure out the coverage and recommend the proper quantity.

5. *Full delivery loads.* It costs just as much to send a truck out with one ton of coal on it as it does with three tons. On any order increased to make up a full delivery load, the difference is rated as a created sale. Example, a customer ordered 3,000 common brick. One of our girls sold him 3,500 brick, which is a full load. Often we increase a two-ton order for coal to three tons, or a full truckload. This is mighty profitable created selling.

6. *Full package selling.* Whenever a customer wants a package broken it costs money, and the left over is hard to sell. If a customer wants a half-bale of peat moss and can use a full bale, we try to sell it to him. The difference makes this an admissible created sale.

7. *A collection or paying bill sale.* Any sale made when a Comfort person is out on a collection call, or a customer comes in with the avowed purpose only of paying a bill, is a created sale.

8. *Selling products we have in stock.* Selling something in place of what was asked for and not in stock, provided this is done tactfully without annoying the customer, is a created sale. Example, a customer came into one of our stores to buy awning cord, and our clerk sold her wire cable which was stronger and better for the purpose.

9. *A better brand.* Where a salesperson sells the customer a better article than he or she came in to buy, it is a created sale. For example, window screens in the cheaper price ranges have galvanized wire. This is not anywhere near so good as bronze wire window screens. The difference between the lower-priced article and the higher is admissible as a created sale.

10. *New customers.* Any order at all from a new customer is a created sale.

11. *After hours.* Any sale made before or after hours is a created sale. We have found some of our best sales are made while gossip-

The Farm Journal

Announces

the appointment of

Gordon S. Broholm

as

Western Advertising Manager

Tribune Tower

Chicago, Ill.

NATIONAL
The Farm Journal

New York PHILADELPHIA Chicago

P. E. WARD, Publisher

Good Copy

It is built on belief and faith.

It is more effective when it is printed in a publication which radiates courage.

**HAWLEY
ADVERTISING
COMPANY
Inc.**

**95 MADISON AVE.
NEW YORK CITY**

ing on street corners or talking of an evening.

12. *Office sales.* Any sale made by anyone who has no sales contact during office hours is a created sale. For example, billing machine operators, clerical, accounting and credit department employees—all persons who get no opportunity or chance to sell during the day. Any sale they pick up is "velvet" and created.

13. *Overstocks.* Where we have overstocks or wish to balance stocks, any sale made in these items is created. For example, if we find that the style of doors in a house is gradually changing in size from six feet six inches to six feet eight inches, we would get all our stocks in the former size sold before we are left with an obsolete size.

14. *Suggested sales.* When a person goes out in the field to sell and sells anything besides that one article that the inquiry was for, it is a created sale. Similarly, inside our stores or offices, when any article is sold to a customer besides that which the customer came in to buy, it is a created sale.

15. *A new name for our mailing list.* These should be mentioned on the created sales list.

16. *Furnace cleaning jobs.* These are created sales for they are something customers don't usually have done, and they mean that Comfort coal will burn better in that house, and more surely lead to a repeat order next year.

17. *New products.* Any new product not ordinarily carried is a created sale. For example, one of our managers sold a very recently manufactured lumber product called "white pine log cabin siding." We have sold over a car-load and a half of this, due to some very constructive created selling.

18. *A new use for an old product.* One man gave us the idea of selling the best grade of our garden hose to mason contractors who use a great deal of hose in mixing their concrete. This opened up a whole new sales field. Another sold Pecky Cypress, a worm-eaten wood of non-rotting char-

acter to an architect for a rustic effect, which resulted in our selling many thousand feet of this product which formerly was sold only at certain seasons of the year to a restricted number of greenhouse owners. This is true imaginative selling.

19. *Credit information.* Anyone bringing in credit information to establish a highly desirable charge account on the books has made a created sale.

20. *Created credit.* When a poor credit is made a good credit and the order delivered, that is one of the best types of created selling.

21. *Diversified and balanced selling.* Those reports which show continual consciousness of the whole Comfort line of products are the best sales reports. We have found that one man will run to coal orders. Another will run to lumber. Our best men usually sell every week something of every line the company carries.

And so the created sales campaign grows more important in our daily scheme of business. It has

changed the attitude of the whole organization in a remarkably short time. Now everybody thinks, and talks, and works for sales. From an order-taking organization we have become an active, progressive selling organization.

The campaign has also developed men. We have discovered sales ability in the least expected places. Excellence in created sales has resulted in one shipping clerk being promoted to a branch manager, one branch manager being promoted to supervising manager of two important branches, a laborer being promoted to a shipping clerk, a truck driver being promoted to a yard foreman. If for nothing else, the campaign has been worth while for some of the men that it has "created" for us.

The day before yesterday we hired a new carpenter. Yesterday he brought in orders for eight tons of coal and \$35 worth of lumber.

After all why not? Shouldn't everybody be a salesman? Without sales we are all without jobs.

Up, up, up go the sales of goods and services. Wider and wider in markets are Punch's advertised markets grow tapped demand increases steadily. Workshops, offices, hum workshops! Let Punch's unique power work for you. Write to Marion Jean Lyon. Advertise to London, E.C.4, Eng.

**ADVERTISING IN
PUNCH
DRIVES UP SALES**

Newspaper Executives Seek Unified Marketing Data

Advertising Managers' Organization Is Expanded to Include Promotional and Research Departments

THE Newspaper Advertising Executives Association, at its semi-annual meeting in Chicago, which was a feature of A. B. C. Week, decided to expand its activities by including in its membership the promotion and research managers of the various newspapers represented. Appropriately enough, half of the day's session was given over to this aspect of the newspaper business and several of the newly affiliated members spoke their pieces in behalf of a closer and more resultful hook-up between the advertising manager and the promotion manager.

The new president of the association, Don Bridge, advertising manager of the Indianapolis *News*—who, by the way, was presiding over his first meeting in that capacity—appointed a committee under the chairmanship of George Benneyan, of the New York *Sun*, to work out the details of a plan under which the promotion and research managers shall be able to ally themselves with the association in a constructive capacity. The other members of the committee are: H. W. Hoili, Birmingham *News*; Francis McGehee, Cleveland *Press*; Chas L. Baum, Portland, Oreg., *Journal*; Louis Moore, New York *American*; P. S. Watkins, Chicago *Daily News*, and W. J. Damm, Milwaukee *Journal*.

Meanwhile, pending the completion of the organization's scheme, the promotion men succeeded in giving the association some new things to think about. One such subject was the proposition of unified marketing data, for cities and trading areas, brought up in an address by Mr. Benneyan.

"Advertisers and agency space buyers," he said, "are often frankly mystified by the conflicting data with which they are often supplied by competing newspapers within a certain locality or area. An advertiser, let us say, will ask a

newspaper for figures bearing upon certain aspects of marketing conditions or buying habits and then, for purposes of comparison, ascertains what a competing newspaper has to say on the same subject. There is likely to be such a wide difference in the figures and their interpretation that the advertiser may then seek similar material from a third newspaper or a fourth.

Impresses the Advertiser Unfavorably

"It has happened more than once that there is such a wide variance in the presentations made that an unfortunate impression is created upon the advertiser. Even though all the presentations may have been put forth in absolute good faith, the advertiser is hardly to be blamed if he questions the sincerity and correctness of all and if he accepts none. Unquestionably much newspaper lineage is thereby lost.

"There ought to be some plan evolved by which directly competing newspapers can get together on an agreed statement of facts and figures as to marketing conditions in their localities. If this would be done advertisers calling for information would not have to guess; they would not have to shut their eyes and make a blind choice as they often have to do now. The result would be a distinct service for all concerned."

Upon Mr. Benneyan's suggestion the association adopted a resolution favoring such a unified data plan, and the promotion managers will study methods of putting the plan into effect.

In addition to the unified data matter the promotion men had plenty to say to the advertising managers (their own bosses, no doubt, being in the meeting) about the most effective means for the newspaper to use in advertising

RADIO

**R
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No. 13**WHO?**

A distributor in the South used one fifteen-minute broadcast weekly on one Charlotte, N. C., Station, to advertise Gator-Hide Mulch Paper. During 1929, inquiries cost him 84¢ each. From January to April, 1930, inquiries came in at the rate of 37¢ each.

The complete story may be secured from

SCOTT HOWE BOWEN, Inc.

Radio Station Representatives

Chrysler Building, New York

Chicago

Philadelphia

Detroit

Boston

Dallas

**IT'S A GOOD
RULE THAT WORKS**

BOTH

Horizontal and vertical parallel lines are easily and accurately drawn without lifting the Graffco Hi-Speed Ruler from the paper. Twin rubber-covered rollers—mounted on ball bearings—carry the ruler smoothly and quickly over the paper. The elimination of tedious measurements enables you to make layouts and dummies in minutes rather than hours. **Three sizes—12-inch \$1.50; 15-inch \$2.00; 18-inch \$2.50.** Money refunded if a thorough trial does not convince you.

WAYS*

GEORGE B. GRAFF CO.

60 Washburn Avenue
Cambridge - - Mass.



**A
Graffco
Product!**

*Copyright 1930—Geo. B. Graff Co.

In the black

The supposedly simple task of keeping figures in the black is one of today's great problems. Business is no longer simple. It is one of the most complex things on the face of the earth. It requires a knowledge of both theory and fixed methods.

Marketing! In that one word lie the destinies of businesses and empires. It is the paramount problem of the day—how to get the product to the consumer at the lowest possible cost. Distribution costs are a bane and bugbear to all business and the problem can be met only by the serious application of all known principles. These principles and those now in the making will help business keep its books in the black.

The problems of business, of which marketing is now the greatest, receive constant attention in the pages of **PRINTERS' INK MONTHLY**. We ask you to look at the several titles of articles which are listed below. They are taken from the November issue. The subjects represent a cross-section of what is happening in many lines of business. We know that this information will be helpful to you.

The New Business Leadership.—By Roy Dickinson. Once in a while things are called by their right names. Mr. Dickinson calls this depression of ours a cycle. Few have been willing to admit that this could be another cycle. Cycles were supposed to be things of the past. He then discusses business leadership in terms of the demands of today.

Advertising Isn't on Trial—Advertisers Are.—By C. B. Larabee. Here we have an article which discusses the great problem of today—the advertised brand vs. the private brand. The statistics were gathered from eight Mid-Western States and there are enough opinions to make the answers distinctly valuable to all who have not as yet seen these figures.

Selling What the Consumer Wants.—By Ben Nash. Many manufacturers have asked consumers what they wanted, only to learn that they had picked certain things which they thought would please others. Gauging consumer preferences is a tricky business. The principal point in Mr. Nash's article seems to bear out the familiar adage—be sure you're right, then go ahead.

Dodging the Boomerang in Foreign Advertising.—By Wm. A. McGarry. This relates particularly to South America. How to reach these people? What advertising is best adapted for use in this most important market? What are the things to avoid? These questions are discussed at length by the author in an endeavor to help manufacturers steer clear of some of the pitfalls which have already claimed too many businesses.

A few other articles, that you may find quite as helpful or more adapted to your particular business are: *The Chains Explain*, by H. M. Foster. *Don't Kill the Radio Goose*, by Jarvis Wren. *Copy Writer—Model 1930*, by Frank Emerson Russell. *Typographic Tricks That Catch the Eye*, by Gilbert P. Farrar. *Canary Birds of Business*, by Darwin L. Teillet. And don't forget *The Contact Man*.

With this issue Printers' Ink Monthly makes a change in type dress. We believe the new face to be much more readable than the old, since it is much larger. We believe that our readers will agree with us that it is easier to read—and incidentally, easier to look at.

PRINTERS' INK MONTHLY

Dear Gil:

For four years we've been writing "Good night" advertisements for the Book-Cadillac Hotel in Detroit. Thousands AND tens of thousands of folks said the copy made them sleepy, not tired, s-l-e-e-p-y. For them, we tried to write sleepy copy, and it's surely been profitable for the Book-Cadillac. Out on the Pacific Coast, a magazine became lovely and wonderful and rated one of the "Good night" advertisements as one of the fifty best published in America in 1929. It appeared in Collier's Weekly and in National Geographic. Here it is: sleepy well I'll surely say so and oh ho a soft bed. Hm mm m \$4.00—\$5.00 for a room like this, twenty-seven stories above the street and quiet as a mouse cool winds surely breeze in these windows I'm tired we'll need blankets the lobby was alive tonight and cheerful as October with those sea blues and greens and pennon reds and rusty golds a match, Bob! what a bed only \$3.50 you say? we elbowed the wise and the kings tonight, ay Bobbert and—so did they where did you eat? Blue Room, Grill, Venetian Room? did John stand en garde? Well I'm glad I know you I dined with restless folk and I'll whistle Blue Room fiddlers' tunes in my sleep well I guess not not in a bed like this what and ho isn't it glorious? g'night here goes I'm in only four bucks did you say, each? they tell that these beds soft sleepy as winter's night wonderful! Good night. See you soon.



its own space and business-getting facilities to advertisers. Mr. McGehee, in discussing ways and means of building up acceptance for the medium in the minds of advertisers, showed himself to be an ardent advocate of the proper use of business-paper space.

"The newspaper," he said in effect, "should select the medium or mediums best suited to its needs—an easy thing to do, of course—and then follow through on a consistent and sufficient program. The principle of cumulative benefit to be gained by steadily hammering away on certain outstanding themes applies here just as inevitably as it does in any other kind of advertising. This is the principle we advocate to advertisers of commodities. There is no difference when it comes to a proposition of getting a newspaper firmly set in the buying consciousness of the advertiser."

And then came Douglas Martin, promotion manager of the St. Louis *Globe Democrat*, with some ideas upon the proper use of direct mail as an adjunct to newspaper promotion. While purchased space is and must continue to be the main feature of the newspaper selling program, Mr. Martin regards direct-mail methods as being forceful in helping emphasize and round up the entire advertising theme. His paper has a mailing list of some 19,000 names. Whenever a salesman has a prospective customer, either local or general, the name is placed upon the list to receive a constant stream of promotion matter by mail. This keeps the name of the newspaper continuously before the prospect and emphasizes the larger and more important part of the newspaper's message given in the purchased space.

The subject of radio advertising bobbed up unexpectedly and, in contrast to the sentiment expressed at the association's meeting in Washington last May, radio as an advertising medium was regarded with considerable perturbation. Inasmuch as it was a direct competitor of the newspaper, why should the newspaper exploit it with full

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ADVERTISING
30 N. MICHIGAN AVENUE, CHICAGO

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publicity? This question was asked and nobody had an affirmative answer. A resolution was adopted, accordingly, expressing it as the association's sentiment that all radio program announcements should be treated as advertising and be charged for just the same as any other kind of advertising having to do with amusements. The resolution will be submitted to the various publishers' associations with a view to obtaining concerted action among newspapers to the end that program announcements shall no longer be treated as news but as paid advertising.

The question of the local-national rate situation came up for discussion and the plan followed by the Louisiana newspapers was described by John F. Tims, Jr., of the New Orleans *Times-Picayune*.

Philadelphia Honors

Cyrus H. K. Curtis

A testimonial dinner was given on October 23 by the citizens of Philadelphia to Cyrus H. K. Curtis in recognition of his service as "an ideal citizen" of Philadelphia and the nation. Principal speakers at the dinner were Senator George Wharton Pepper and the Hon. Harry A. Mackey, mayor of Philadelphia. The committee in charge of the testimonial presented Mr. Curtis with a hand-finished Florentine leather-bound book in which were three hundred letters addressed to him by the leading citizens of Philadelphia, commanding him upon his philanthropies and as Philadelphia's first citizen.

McGraw-Hill Reports Net Income

The McGraw-Hill Publishing Company and subsidiaries for the nine months ended September 30, report a net profit, after all charges including taxes, of \$1,572,847, compared with \$1,742,955 for the corresponding period of last year. For the three months ended September 30, net income amounted to \$470,512, compared with \$614,877 for that period last year.

D. A. Ruebel to Leave Chappelow

Daniel A. Ruebel, for the past several years vice-president of the Chappelow Advertising Company, St. Louis, has resigned as account executive with that company, effective January 1, 1931.

John K. Kline, editor and publisher of the Green Bay, Wis., *Press-Gazette* and the Appleton, Wis., *Post-Crescent*, died last week. He was in his fifty-fifth year.



Yes—if you wholly concentrate your advertising in mediums reaching readers about whose incomes you are not certain. Mere numbers do not indicate buying ability. Statistics show that approximately 85% of people gainfully employed in the United States have an average annual income of \$2,000 or less!

Only 8.8% of THE FINANCIAL WORLD subscribers have incomes of \$2,500. 9.1% have approximate incomes of \$63,000. The mass of the circulation represents average incomes of from \$7,500 to \$15,000!

Business men read THE FINANCIAL WORLD largely because, after purchasing everything which their families need, they have a surplus to invest. This represents unquestioned buying ability.

Ask your advertising agency to submit a statement showing an analysis of this super-circulation, or write direct for supporting facts to

The FINANCIAL WORLD

Louis Guenther, Publisher

53 Park Place
NEW YORK

Oct. 30, 1930

1,300 People
 serve the readers
 and incidentally the
 advertisers of the
 Fairchild Publica-
 tions — two great
 dailies, one weekly,
 two semi-monthlies,
 two monthlies, a
 score of directories
 and three special
 bulletin services.

**FAIRCHILD
 PUBLICATIONS**

8 East 13th Street, New York.

Don't Overlook
this Southern Market

Here is a new untapped Southern market of more than a million people that your National advertising fails to reach . . . the Southern Methodist Publications reach them . . . all good substantial white people . . . the cream of the South. Turn to Standard Rate and Data or let us send facts and figures on how to reach them economically.

LAMAR & WHITMORE
 Publishers

E. M. MCNELL, Advertising Director
 E. J. LINES, Traveling Representative
 810 Broadway, Nashville, Tenn.

**SOUTHERN
 METHODIST
 PUBLICATIONS**

1,029,000
 CIRCULATION

**Abbott Laboratories Combine
 with Swan-Myers**

The Abbott Laboratories, North Chicago, Ill., have been merged with the Swan-Myers Company, Indianapolis, pharmaceutical specialties. R. M. Cain, formerly president of the Swan-Myers Company, has been elected vice-president and director of the Abbott company, in charge of sales. Frank B. Kirby remains as sales manager.

S. DeWitt Clough, formerly secretary and advertising manager of the Abbott company, has been made vice-president and director in charge of advertising and publicity. C. R. Jackson becomes advertising manager.

F. W. Scheigert will be secretary and director of the Abbott Laboratories, and James F. Stiles, treasurer and director. E. H. Volkiler and Edmund L. Drach have been made directors.

A. E. Snyder has been made assistant sales manager in charge of the Swan-Myers division and Edgar B. Carter is director of the biological laboratories. The Swan-Myers plant will continue to be operated at Indianapolis.

**Hardware Industry Plans Co-
 operative Campaign**

Plans for a national co-operative advertising campaign for the hardware industry were announced at the sixty-first semi-annual convention of the American Hardware Manufacturers Association and the thirty-sixth annual convention of the National Hardware Association held jointly at Atlantic City. A joint meeting of the executive boards of the two organizations, to crystallize the plans for the campaign, will be held in January. The appropriation, it is reported, will be \$1,000,000, to be used in various mediums.

Death of C. A. Horne

Charles Alfred Horne, since February of this year with the San Francisco office of Albert Frank & Company, advertising agency, died at that city in his sixty-first year. In 1920 he organized the Horne Advertising Agency, joining Leon Livingston three years later in the agency known as Horne & Livingston. He later again organized an advertising business under his own name.

E. A. Burrill with Procter & Collier

Ernest A. Burrill, formerly with The Kenyon Company, Inc., Boston advertising agency, has joined The Procter & Collier Company, Cincinnati advertising agency, as merchandising counselor.

Appoint Florence Griffin

The Engel & Fetzer Company, furrier, and the Art In Bronze Company, both of Cleveland, have appointed the Florence Griffin Advertising and Sales Promotion Company, of that city, to direct their advertising accounts.

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Now the Bishopric-Wallace Company

The Ruppert Company, Cincinnati advertising agency, has changed its name to the Bishopric-Wallace Company, Inc. Allison Bishopric, Jr., continues as president of the company and Charlton Wallace, formerly with the Texas Oil Company and, at one time, advertising executive of the Peters Cartridge Company, Cincinnati, is vice-president.

John Graydon, Jr., is head of the copy staff and Jerome G. Morgan, formerly with The Ralph H. Jones Company, Cincinnati advertising agency, is manager of service.

Wall Paper Account to Stewart-Jordan

The United Wall Paper Factories, Inc., Jersey City, N. J., has appointed The Stewart-Jordan Company, Philadelphia advertising agency, to direct the advertising of its new product En-Dural, a washable wall paper. This product is manufactured by the Robert Griffin division of the company at Jersey City. Magazines, business papers and direct mail will be used.

Ahrens Acquires "National Hotel Review"

The Ahrens Publishing Company, New York, publisher of a group of four hotel publications, has purchased the "Gehring Hotel Directory" and the *National Hotel Review*, founded in 1907 by the late Charles E. Gehring. A. M. Adams, editor of the *National Hotel Review* for the last sixteen years, will remain with the publication.

J. F. Jenkins Returns to "American Fruit Growers Magazine"

J. F. Jenkins, who for the last two years has conducted his own publishers' representative business and, before that, was Western manager of *Columbia*, New York, has been appointed Western advertising manager of the *American Fruit Growers Magazine*, Chicago, with which he was once formerly associated.

J. C. Bowman to Direct Silver King Jack Sales

J. C. Bowman, formerly an account executive with King & Wiley & Company, Inc., Cleveland advertising agency, has been appointed sales manager of The Silver King Hydraulic Jack Company, of that city. He was, at one time, advertising manager of the Packard Electric Company, Warren, Ohio.

E. R. Evans Joins Emery Agency

Ernest R. Evans has joined the staff of the Emery Advertising Company, St. Louis, as an account executive. He was until recently associated with the Schiele Advertising Agency, also of St. Louis.

G. B. SEE—A TYPICAL GENERAL BUILDING CONTRACTOR—A TYPICAL SUBSCRIBER TO "G. B. C."

G. B. SEE says—

"Fellow wanted to sell me a pony the other day—for my daughter."

"He's sure a beauty," he said. "I don't care where you go, you can't do better at the price."

"Sounded a little fishy to me—this insistence on price. In my business I can't afford to buy on price until I'm sure of quality. So I looked the nag over pretty carefully."

"Sure enough, I found that after a short trot he blew like a grampus—and had a string-halt too!"

"Price is mighty important to all of us—but a man who—for himself or for others—buys on price alone and forgets quality is going to come a lonely cropper and bust his reputation or something for good."

GENERAL BUILDING CONTRACTOR—the only magazine published specifically for the LARGER building contractor

GENERAL BUILDING CONTRACTOR
MEMBER OF A.B.C. & A.B.P., INC.
119 West 40th Street

New York

F.W. DODGE



CORPORATION
COORDINATED PUBLICATIONS
AND SERVICES FOR BUILDING
SALES IN THE BUILDING FIELD

National Sales Results

I have been directing the sales efforts of a national organization whose net profits last year were more than \$21,000,000.

My former Chief confirms my belief that I had a considerable part in piling up those net profits. (Why I am not continuing that work is too long a story to tell here—but one I am ready to tell on legitimate occasion).

Now, I want to get back into harness; I want to have a part in piling up net profits of \$21,000,000—more or less—for some sound national organization with a real sales problem. I am so situated financially—as a result of past productive work—that I am not merely looking for a job; I want an opportunity to expend my energy in a field that gives reasonable promise of adequate returns in satisfaction and in remuneration—to see my own energy and ability multiply themselves through a sales force organized, energized and supervised in such a way as to make pleasant reading of annual statements.

Discussion of your problem and my potential at a time and place of mutual convenience. Suppose you write, at least tentatively—NOW.

Sales Director, Box 920, Printers' Ink.

Net Paid Circulation now 22,807

Advertising Rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one inch, minimum, \$10.50. Classified, 75 cents a line, minimum order, \$3.75.

PRINTERS' INK

Ralph Foote, Advertising Manager, Beech-Nut

Ralph Foote has been appointed advertising manager of the Beech-Nut Packing Company and will have his headquarters at New York. Mr. Foote has been with The McCann-Erickson Company at New York and previously was with Groeschke-Hearn, Inc. At one time he was advertising manager of the Lever Brothers Company.

Michigan Bell Telephone Appointments

W. Calvin Patterson, formerly assistant advertising manager of the Michigan Bell Telephone Company, Detroit, has been appointed general sales manager. Marvin J. Williams has been appointed assistant advertising manager.

To Represent Theatre Service Corporation

The Theatre Service Corporation, New York, screen broadcasts, has appointed Macy & Klaner, publishers' representatives, Chicago, as its representatives in the Chicago territory.

Elected by Harter Publishing Company

Miss Esther MacGugin, head of her own advertising business in Cleveland, has been elected vice-president of the Harter Publishing Company, educational publishers of that city.

New Account for Faxon Agency

The Tyler Manufacturing Company, Muncie, Ind., manufacturer of the Tyler fiber cutter, has placed its advertising account with Faxon, Inc., Chicago advertising agency.

Appoints Lauer Agency

The Reardon Manufacturing Company, Peoria, Ill., has appointed the Albert L. Lauer Company, Chicago advertising agency, to direct the advertising for a new automotive specialty to be marketed through agents.

Jerome van Wiseman, Space Buyer, United Agency

Jerome van Wiseman has been appointed space buyer and director of the media department of the United Advertising Agency, Inc., New York.

Appoints McCready-Parks

Emma Maloof, Inc., New York, women's wear, has appointed McCready-Parks, advertising agency of that city, to direct its advertising account. Direct mail and women's class publications will be used.



Advertisers and agency men who are at their desks a great deal must be particular about desk lamps. The right kind of lamplight is better than daylight because it does not shift from hour to hour nor vary in intensity.

If you need a new desk lamp, we submit the following reasons for buying a Faries Verdelite: (1) Faries Verdelites shed an even radiance to every corner of a big desk. (2) They are architecturally beautiful. (3) They are honestly made. (4) They are reasonably priced. (5) They have several patented features like the slip-on shade, which can't be duplicated in other lamps.

Our Catalog-W has the new fall numbers.



No.
3230
\$12.00



Faries Manufacturing Co.
Decatur, Illinois

ADVERTISING

THE GEORGE A. BRITTON ADVERTISING COMPANY

The heads of the syndicate department of this business want men of HIGH CHARACTER for their sales staff. Materials are of extraordinary merit, sold to specialized retailers. Splendid earnings are possible to men capable of selling through earnestly portraying the necessity of going after business by real advertising effort. Detailed letters will be kept confidential. Address:

THE GEORGE A. BRITTON ADVERTISING COMPANY
62nd and Carnegie Ave. Cleveland, Ohio

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK
CITY, TELEPHONE: ASHLAND 6-500. President
and Secretary, J. I. ROMER, Vice-President,
R. W. LAWRENCE, Treasurer, DAVID MARCUS.
Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Street,
GOVE COMPTON, Manager.

Atlanta Office: 87 Walton Street,
Geo. M. KOHN, Manager.

St. Louis Office: 915 Olive Street,
A. D. MCKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager,
San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50
for six months. Ten cents a copy. Foreign
postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50;
quarter page, \$33.75; one-inch minimum, \$10.50;
Classified, 75 cents a line, minimum order \$3.75.

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ROBERT W. PALMER, Managing Editor
ROY DICKINSON, Associate Editor
C. B. LARRABEE, Associate Editor
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A. H. Deute, Special Contributor
Chicago: G. A. Nichols
Frederic Read
Philip H. Erbes, Jr.

London: Thomas Russell

NEW YORK, OCTOBER 30, 1930

Reward the Skilled Distributor Manufacturers in many industries today recognize the importance of the skilled distributor and the dangers of the unskilled. The chief reason for the rise of the chain has not been price, location, store arrangement or any of the other seemingly important factors which after all are subordinate. It has been the fact that as a rule the chain merchant is a skilled merchant. It is his skill that has been reflected in his adaptation of better methods and his introduction of new methods.

Today many independents have learned their lesson from the chain. As PRINTERS' INK has pointed out frequently, the independent retailer is stronger today than a few years ago because he uses good business methods. Unfortunately this does not apply to

all independents. There are still a great many retailers who are in the unskilled class.

In production the manufacturer treats unskilled labor in two ways. First, he gives it low wages. Second, he does not employ it for those tasks which require skill. In his distribution he has not followed the same policy. He has treated skilled and unskilled alike or else he has made a worse error by rewarding only a part of his skilled distributors, the chains, and penalizing skilled and unskilled independents alike.

The Louisville Survey demonstrated strikingly the cost of the inefficient retailer, a cost that is borne by manufacturer, wholesaler and consumer. Taking their lesson from the Survey, many manufacturers have gone deeply into their distribution problems and are now seriously considering eliminating the unskilled retailer from their distribution plans.

The unskilled wholesaler is also an economic waste. He is a bad credit risk and does a large part of his business with other bad credit risks. He cannot give a manufacturer efficient co-operation. His salesmen are order-takers. His warehouse is a dank dungeon of stale merchandise. There is no reason under the sun why he should receive the same concessions as those wholesalers who have studied their businesses in the light of modern methods and who give the manufacturer economical and helpful co-operation.

We know of one manufacturer who cut his wholesalers' sales costs nearly 20 per cent by the elimination of unskilled wholesalers. In doing so he automatically eliminated distribution through a great number of inefficient retailers. Other manufacturers have had similar experiences.

The day of the unskilled distributor is sinking into deep twilight. One hope of the independent is that as the unskilled distributor is gradually eliminated from the plans of national advertisers those advertisers will be

able to give to their skilled distributors the kind of concessions in price and merchandising co-operation which will enable them to sell on a parity with the chains.

The year 1930 has been one of cutting costs. The manufacturer who has not investigated the cost savings possible in eliminating his unskilled distributors has overlooked one of the greatest sources of waste in our present system of distribution.

Get the Whole Staff Selling

The simplest and quickest way to beat a depression in any business is to sell merchandise. Sounds very much like saying that the quickest way to get rid of a cold is to get rid of it. But there is a difference!

In Hackensack, N. J., is the central office of the Comfort Coal-Lumber Co., large distributor of coal, lumber, and allied lines. Its executive heads foresaw the depression and prepared for it. But once the depression actually arrived, the company, in common with just about everybody else, faced the problem of beating it by selling merchandise.

It hit upon a solution which too few organizations have tried—the plan of putting everybody in the company on the selling force. Instead of looking to the sales department to carry the entire burden of selling goods, it asked everybody—telephone operator, cashier, truckmen, office boy—to create sales.

And they did. These people, most of whom had never sold a dollar's worth of merchandise in their lives, and who would blanch at the thought of having to make a living by selling, went out among friends, neighbors and business contacts and obtained a variety and quantity of business that is simply amazing. In some cases they actually outsold regular members of the salesforce.

Hiram Blauvelt, vice-president of the company, tells the complete story in this issue of PRINTERS' INK in an article entitled: "We Put Our Whole Organization to Work Selling." The plan he de-

scribes can be adapted by countless organizations. Business is to be had by those who go after it. Mr. Blauvelt describes a method of going after it that is remarkably effective and which doesn't add one cent directly to the selling cost.

That Small Direct-Mail Convention

Is the advertising convention on the way out? At the recent convention of the Direct Mail Advertising Association in Milwaukee there were fewer than 1,000 registrations in place of the 1,800 or the 2,000 that were had in former years.

Frank L. Pierce, secretary-treasurer of the association, in his weekly bulletin to the members, comments on this alarmingly small attendance. If one were superstitious and believed in jinxes, he remarks, he might ascribe the condition to the fact that it was the organization's thirteenth convention and that it was on Friday, the thirteenth day of the month, when thirteen members of the board of governors met and decided to hold the convention in Milwaukee.

But Mr. Pierce, taking no stock at all in the old thirteen hoodoo, advances the belief that the business depression was the real cause. As an additional cause for the light registration, the secretary-treasurer is disposed gently to chide the Milwaukee folks who might have benefited from the sessions, saying "They did not turn out in the numbers expected."

We are disposed to agree that the necessity, real or imagined, of reducing expenses undoubtedly did keep many people away from the meeting.

To restate our question, however, are advertising people not growing out of the convention habit to a considerable extent?

This is asked entirely without prejudice to the direct-mail people or the other advertising organizations, most of which are doing valuable and constructive work. But couldn't the work be done just as well without so much overhead and time being expended in the promotion of conventions?

We are not saying that it could. In view, though, of the plainly de-

clining interest in conventions as such, here is something for the advertising organizations to think about. Maybe they will have to figure out some other way of creating and maintaining interest in their work.

Selling Beyond the Distributor A careful examination of the methods by which more than fifty companies have obtained satisfactory profits in an off year, brings out several important bits of information.

One of them is the old but sometimes forgotten truism that the sound fundamentals of selling influence all businesses from acetylene torches to soft drinks. What business learned in 1920 and 1921, some business men have now relearned; that over-producing, underselling and cutting prices to move surpluses is not good policy. The thing men learned then and that some of them have learned again this year, is that business health can be maintained only by preserving some sort of equilibrium between production and consumer sales.

It is nothing new to have manufacturers try to maintain a balance between factory output and their own sales, but that is not enough. Merchandise sold to wholesalers and retailers is not fully sold. It may merely be piling up in the channels of distribution, forming a dam that slows up and finally stops movement of goods from the factory. To keep goods from jamming up in this fashion, manufacturers who have made profits this year have been selling beyond their distributors. They have instructed their salesmen to look on themselves as sales managers for the territories they represent, selling goods to the retailer for his resale and aiding him with resale ideas.

Some manufacturers have added scores of new men to their staffs this year, mainly in the form of resale men whose job is to sell for the retailer instead of selling him. Others, in a year when so many manufacturers have laid off men, have added experts to

their personnel, who are showing their industrial consumers how best to use the products they have sold them. In this way they have opened new outlets and sold many machines where only one or two were used previously.

In many industries the distributing process came to a standstill this year because the manufacturer relaxed his endeavors after the first steps of distribution had been consummated. Manufacturers, jobbers, bankers and retailers are now coming to realize that all of them are performing the same function—that of getting goods into the consumer's hands at a fair price, or, in other words, increasing the economic utility of merchandise.

No manufacturer's job is finished when he ships his output to the wholesaler. No wholesaler's job is finished when he has delivered it to the retailer. The retail merchant's task has only begun when he puts a fresh consignment on his shelves. Real distribution has never been completed until the consumer has obtained goods that will give him satisfaction for the price he pays for them, and has been taught to use them in a method satisfactory to himself. Selling beyond the distributor is a policy that is building profits in an off year.

G. H. Hartman Buys Half-Interest in Sugden Agency

George H. Hartman, vice-president of the J. L. Sugden Advertising Company, Chicago, and associated with that agency for the last seven years, has purchased a half interest in the company. John L. Sugden, who established the company in 1919, continues as president and treasurer.

J. L. Sullivan Appointed by Boyd-Welsh Shoe

J. L. Sullivan, for the last five years in charge of the style department of the Boyd-Welsh Shoe Company, St. Louis, has been appointed sales manager in charge of sales and advertising. He will continue to supervise the style department.

Charles Dilcher with Scripps-Howard

Charles Dilcher, formerly with Electrical Research Products, Inc., Chicago, has joined the office at that city of the national advertising department of the Scripps-Howard Newspapers.

Newell-Emmett Company

Incorporated

Advertising - Merchandising Counsel

40 EAST 34TH STREET
NEW YORK

AN ADVERTISING
AGENCY FOUNDED
ON THE IDEA OF
RENDERING SERVICE
OF EXCEPTIONAL
THOROUGHNESS TO
A SMALL NUMBER
OF ADVERTISERS

CLIENTS

Liggett & Myers Tobacco Co.
Western Electric Co.
Snider Packing Corporation
Loose-Wiles Biscuit Co.
Graybar Electric Company
Association of American Soap
and Glycerine Producers
Rome Brass Radiator Corporation
Group IV, New York State
Savings Banks Association
Bell Telephone Securities Co.
American Austin Car Co.

"NOT HOW MUCH, BUT HOW WELL"

Advertising Club News

Business Is Up for Those Out to Get It

"Though buying has diminished, the buying power still exists and business this year is on the increase for those who have been out to get it," declared Franklin Hobbs, director of research of the Central Trust Company, Chicago, in a talk before the Engineering Advertisers Association of that city last week. "The upturn is definitely here and advertisers should abandon psychologically induced pessimistic policies for an aggressive program to arouse potential buyers into action and hasten the return of universally good business," he said. "In coming months inability to fill orders is going to be the greatest problem of business."

In proof of his assertions he cited the fact that savings accounts, if the present rate keeps up, will have increased a billion dollars this year, and that bond and life insurance sales are up. Dividends and interest, though slightly down in September and October, have shown increases in previous months sufficient to assure a record year. Despite the "terrible drought," the agricultural surplus, except in hay and corn, is 10 per cent over that of last year, he added.

"Aesop Glim," who also spoke at this meeting, urged remembrance of the fact that readers of business publications are, after all, human beings, just as are those of publications of general interest. Layout structure and copy in industrial advertising should be primarily simple and should stress what the product does in terms of actual performance, rather than the product itself, he said.

* * *

Heads Chicago Advertising Legionnaires

The Chicago Advertising Men's Post of the American Legion elected George M. Crowson, assistant to the vice-president in charge of public relations of the Illinois Central Railroad, commander for the coming year at its annual election last week. First, second and third vice-commanders are, in order, Forrest Lowell, Walter L. Snelling and Oscar C. Rose. S. J. Robinson was elected adjutant.

Directors are: W. C. Bausch, George W. Boller, Hugh M. Driscoll, Edwin M. Hadley, Roy M. Moffitt, Frank C. Swatek and John R. Robinson.

* * *

San Francisco Club Starts Retail Institute

The San Francisco Advertising Club, in co-operation with the Retail Merchants' Association of San Francisco, is sponsoring a Retail Institute this year, consisting of a series of evening dinner meetings, beginning this month. Reginald Biggs, sales manager of the Emporium Drygoods Store, is chairman of the committee.

New York Club Appoints Trade Group Chairmen

H. R. Le Quatte, president of Churchill-Hall, Inc., New York advertising agency, has been made chairman of the twenty-four trade groups of the Advertising Club of New York, filling the unexpired term of Charles E. Murphy, now president of the club. The executive committee will consist of P. L. Thomson, director of public relations of the Western Electric Company, Gilbert T. Hodges, director of the Munsey Magazines and the New York Sun, and John Benson, president of the American Association of Advertising Agencies.

Chairmen of the twenty-four trade group committees for the coming year are: Advertising agencies, James M. Cecil, Cecil, Warwick & Cecil, Inc.; advertising and graphic arts, H. L. V. Parkhurst; agricultural, Philip Zach, Capper Publications; business papers, Karl M. Mann, Case-Sheppard-Mann Publishing Corporation; church advertising, Dr. Christian F. Reiner; direct mail, John M. Dougherty, Consolidation Coal Company, and

Drug and toilet goods, Herbert R. Mayes, American Druggist; financial advertising, Leroy A. Mershon; international business, John A. Zellers, Remington-Rand, Inc.; magazine, Earl L. Townsend, Home & Field; marketing and distribution council, George W. Vos, The Texas Company; motion picture, Francis Lawton, Jr., Paramount Pictures, Inc.; national advertisers, H. L. Brooks, Coty, Inc.; newspaper and magazine circulation managers, J. E. Hasenack, the New York Sun; and

New York City newspapers, Edwin S. Friendly, the New York Sun; national newspapers, F. St. John Richards, St. Louis Globe-Democrat; outdoor advertising, S. N. Holliday, General Outdoor Advertising Company; public utilities, Robert E. Livingston, Consolidated Gas Company of New York; radio advertising, M. M. Davidson, Interwoven Stocking Company; research, Paul T. Cherington, J. Walter Thompson Company; retail advertising, Herbert S. Waters, James McCreary & Company; specialties, Edwin A. Shank, E. A. Shank Sign Company; industrial advertisers, Edwin C. Mayer, and window display, Lawrence J. Engel, Einson-Freeman Company.

* * *

Golf Honors Among U. B. P. Members Go to Ober

C. H. Ober, of the Iron Age Publishing Company, won the President's Cup in the annual tournament of the United Business Publishers Golf Club held last week at the Wykagyl Country Club, New Rochelle, N. Y. He defeated W. F. LeBrecht, of the *Boot & Shoe Recorder*, by a score of three up and two to play. Other semi-finalists were A. E. Hurst and H. B. Holtz, both of the *Dry Goods Economist*. This is the fourteenth year that the President's Cup has been in competition.

Discuss Advertising Prospects of New England

REPRESENTATIVES of the advertising clubs of New England, at their annual convention at New Haven last week, heard and took part in discussions



B. Edward Borges
Re-elected Governor

which centered around the place which advertising holds in relation to the future of the New England States.

The success of any territory in making known its natural resources and its manufactured goods, the convention was told, is dependent upon the initiative of each individual. In carrying out this theme, Allyn B. McIntire, vice-president of the Pepperell Manufacturing Company, emphasized the necessity of such individual efforts and expressed regret that much stimulus is lost because many small manufacturers feel that they cannot engage in advertising unless they have large appropriations.

He feels that everyone engaged in the business of advertising can contribute to its greater use and to the prosperity of New England if they undertake to convince small manufacturers that a good job can be done with a small amount of money. Every manufacturer, in his opinion, should at least be advertising his wares in his home town. If he can't sell them there, he can't very well expect to sell them elsewhere. They should be advertising, he said, for the effect that such advertising will have upon their labor supply, the morale of their working organization and for its effect upon local stockholders, merchants and banks.

"Every advertisement published by a New England manufacturer," said Mr. McIntire, "is an advertisement for New England. The

effect is not direct, but the company's name and address at the bottom, no matter how small, has a subconscious influence upon the reader of which he is not aware, but which gradually influences him to the alertness of those industries in this section."

Gilbert T. Hodges, president of the Advertising Federation of America, outlined the "Truth about Advertising" campaign which calls for a series of addresses on advertising before every member club. This plan was endorsed by the First District, the president of each club pledging to win the co-operation of other civic clubs in each city for joint meetings to be addressed by the Federation speakers.

B. Edward Borges, president of Vincent Edwards & Company of Boston, was re-elected governor of the district. Donald Davis, advertising manager of the Springfield *Republican and Union*, was elected deputy governor. Miss Margaret Veasy, of the Granville S. Standish Advertising Agency, Providence, was elected secretary-treasurer.

The Women's Advertising Club of Providence was awarded the Borges trophy for sending the largest delegation to the convention in proportion to number of miles traveled. The district convention in 1931 was tentatively awarded to Pittsfield, on invitation of R. S. Hibbard, president of the Pittsfield Club.

* * *

St. Louis Junior Club Elects

Charles A. Horn has been elected president of the Junior Advertising Club of St. Louis. Other officers are as follows: William F. Windhorst, first vice-president; Rudolph V. Gerber, second vice-president; William O. Dempsey, third vice-president; Milton Jungbluth, secretary, and Abner E. Rosenblatt, treasurer.

* * *

R. W. Etter, Governor, Seventh District

R. W. Etter, vice-president of the Merchants and Planters National Bank, Pine Bluff, Ark., has been appointed governor of the Seventh District of the Advertising Federation of America, which includes Arkansas, Oklahoma, Louisiana and Mississippi.

The Little Schoolmaster's Classroom

ALAN STREETER, writing in *Electrical Merchandising*, tells an intriguing little story about a selling adventure.

Some years ago, Mr. Streeter was selling vacuum cleaners. Greenwich Village, that section of New York which is better known by out-of-towners than by natives, was his stamping grounds. It was supposed to be the worst territory for vacuum cleaners in the forty-eight States.

At the moment, Eugene O'Neill's "Desire Under the Elms" was attracting attention. Mr. Streeter therefore conceived the idea of carrying a copy of "Desire Under the Elms" in one hand and a vacuum cleaner in the other. The book was his approach; his first topic of conversation.

If the prospect hadn't read it, he often made a sale and incidentally 80 cents profit. Then, on the strength of his new acquaintance, he would launch into a dissertation on vacuum cleaners.

If the prospect had read the book—and most of them had—Mr. Streeter compared the hard life of one of the principal characters with that of the modern woman who uses electrical appliances and has time to read Nietzsche. In other words, he promptly spoke to his prospect in terms that would appeal to her.

Mr. Streeter doesn't tell whether his activities in Greenwich Village caused his sales manager to change the tack on the map at the home office from a red one, representing zero sales, to a blue one, representing sales quota exceeded. The Schoolmaster has a notion, however, that such ingenuity surely did not go unrewarded.

* * *

Bewildering experiences of American buyers dealing with foreign manufacturers are common enough, but the Schoolmaster ran across an incident recently that offers, to the satisfaction of American manufacturers, another explanation of the trend of large wholesale buyers to

place orders at home instead of abroad.

This experience was related in Paris to a stylist for a large American textile firm by a commissionaire for Montgomery Ward & Company. He was pointing out an American's difficulties in following the intricacies of French business methods.

It appears that a few days before, the Montgomery Ward commissionaire had placed an order with a French textile mill for an enormous quantity of high-priced cotton drapery fabrics. As a result of taking over a large proportion of the French mill's output, he had been given what he recognized to be a marvelously low price per yard—the lowest, executives assured him, ever offered to a single buyer. Rejoicing at this stroke of buying luck, he sent an enthusiastic cable to his home office in the United States.

Imagine his amazement, a few days later, to learn that another commissionaire for a different American organization, had placed a drapery fabric order with this same mill—and received an even lower price for the same fabric ordered by the Montgomery Ward & Company representative!

In furious indignation, this chain-store commissionaire hastened over to the French textile mill and confronted Monsieur le Presidente with this information. Instead of denying it, this suave gentleman admitted, with true French business courtesy, that Monsieur's information was correct. Oui, another American buyer had been fortunate enough to receive an even lower price than Montgomery Ward & Company.

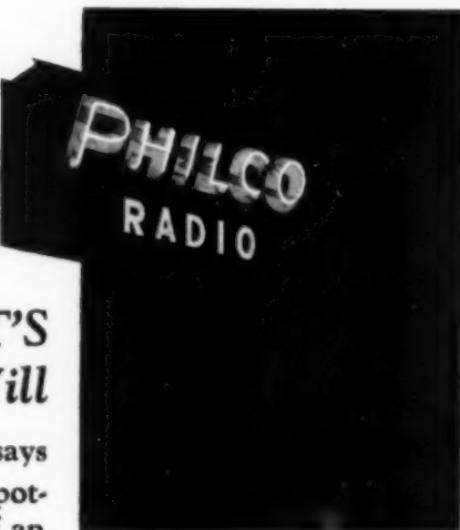
"But," spluttered the chain-store commissionaire, "didn't you assure me that you were giving me this very special price because of the large order I placed with your firm?"

"Mais, certainement," returned the proprietor of the French mill suavely. "Your information is cor-

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**"THAT'S
Where I Will
Buy It" . . . says
the consumer, spot-
ting by means of an
electric display the
local dealer who is
up-to-date.**



Continuously effective is the combination of brilliant Flexlume neon and clear-cut raised glass letters.

CONCERNs famous for national merchandising

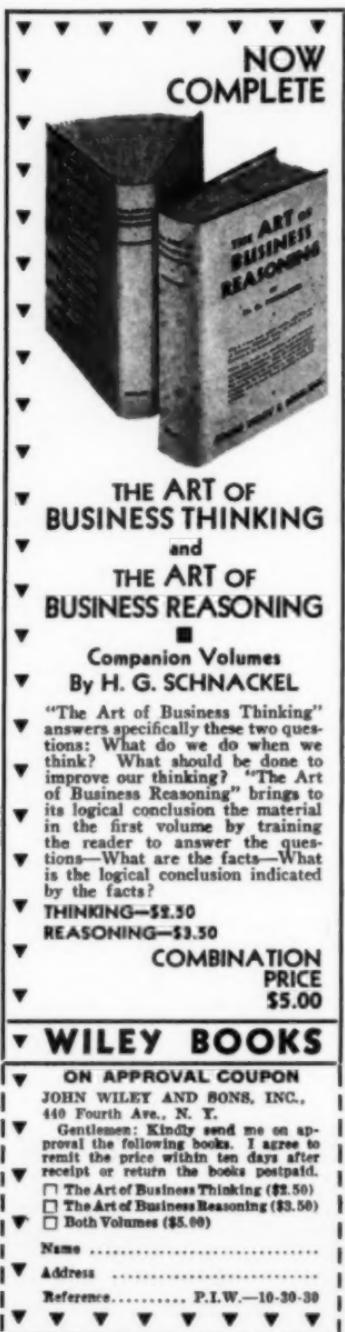
success use Flexlume electric displays as the most economical tie-up between national advertising and local outlets, Nash, Cities Service, Standard Oil, Postal Telegraph, Nunn Bush, Gulf, Kelly Springfield are among the prominent concerns supplying Flexlume electrics to their dealers.

Enlist Flexlume's 20 years' electrical advertising experience. Write for details of our dealer-advertiser electric display resale, rental or loan plan.

FLEXLUME CORPORATION, 1073 Military Road, Buffalo, N. Y. Factories also in Toronto, Can., Atlanta, Ga., Kansas City, Mo., and Houston, Tex.



Oct. 30, 1930



rect, but do you not see that it is just because of *your* large order that I am able to make an even lower price to this other American company?"

Here the Schoolmaster interludes a word or two to copy writers, touching upon that much-used and useful expedient of wordcraft, the classical quotation.

classical quotation.

One of the Schoolmaster's friends—in fact, the man is a professional colleague, a member of the staff of PRINTERS' INK—was interviewing, of all persons, a banker. The interviewee was, in fact, the iron-gray, heavily eyebrowed John J. Pulleyn, president of the Immigrant Industrial Savings Bank and dean of New York savings-bank bankers.

Mr. Pulley was discussing the mass movement of the public's money last year—into Wall Street, and then out of the Street in the manner of the Retreat from Moscow, and into the savings banks.

"We bankers," he said, "had tried to counsel our customers against speculation. When they came back to us, chastened, we didn't say, 'We told you so.' We didn't have the heart. For by their manner as they returned they proved again that 'the Devil was sick—the Devil a monk would be.'"

Just like that—and from a banker.

And now will the Class please identify the quotation? Shakespeare? No. It came from the same source as the following—perhaps the Class will be surprised!

"Leap into the dark"—"Thought the moon was made of green cheese"—"Looked a given" (not a gift) "horse in the mouth"—"Squat as a flounder"—"Merry as crickets"—"Coin is the sinews of war"—"Feathered my nest"—"You have there hit the nail on the head"—"One half the world knoweth not how the other half liveth"—"Performed to a T"—"Needs must when the Devil drives"—"Make a virtue of necessity"—"Spare your breath to cool your porridge"—"Three bites of a cherry"—"Thereby hangs a tale"—and, finally—"Let down the curtain the farce is done!"

How familiar they sound, and



A Builder of SALESMEN

JACK JONES, one of America's outstanding sales leaders, has been retained by Dartnell to develop a training course in sales leadership.

Salesmen in your key dealer organizations will get the benefit of Mr. Jones' training through the new Dartnell publications for dealers' salesmen in your field. His course will be an exclusive editorial feature in these monthly magazines.

If educating dealers' salesmen is one of your 1931 sales problems, educational advertising in these Dartnell magazines will help you to do it inexpensively and effectively.

No other dealer publication offers such intensive coverage of the bell wether salesmen in dealer organizations which market the bulk of your output.

Bruce Barton said of Jack Jones: "When it comes to evoking the loyalty of men and increasing their power to achieve, I know of no sales manager who can surpass him."

As vice-president and sales manager of the Alexander Hamilton Institute he increased the sales of that institution tenfold, and hundreds of salesmen all over the country owe their success to his training.

He was a lecturer on salesmanship and sales management at New York University; vice-president of the New York Advertising Club; chairman of the business methods committee of International Rotary.

The Dartnell Publications for Dealers' Salesmen

The Office Equipment Salesman

Covers the "top" salesmen of dealers selling equipment to offices—\$2.00 a year—\$125 a page.

The Home Utilities Salesman

Covers the "top" salesmen of dealers selling equipment to home owners—\$2.00 a year—\$125 a page.

The Industrial Salesman

Covers the "top" salesmen of mill supply houses selling equipment to factories—\$2.00 a year—\$125 a page.

4660 Ravenswood Avenue, Chicago

Also publishers of "PRINTED SALESMANSHIP" the Dartnell magazine of sales promotional ideas.

THE FEAST of THE FAR-SIGHTED

Nearsighted men lament the condition of business today. Farsighted men are drawing available advertising talent to their companies.

Farsighted advertisers will eat the Profit Pies. I am available to some Farsighted advertiser. Experienced in retail, dealer and national advertising. Trained in direct mail. Can write copy, make layouts, supervise production, direct campaigns and manage department. My record gladly sent on request. Some advertiser will ask me to

HIS FEAST of THE FAR-SIGHTED

"H," Box 213, Printers' Ink

Sales Representatives

We are manufacturers of high grade window transparencies and industrial transfer labels, and desire additional representatives throughout the country. Many exclusive features will make this a wonderful opportunity for the right men or organizations to add a most profitable line exclusively in their own territory.

Write us giving full details and references.

THE DI-NOC MFG. COMPANY
875 E. 140th St., Cleveland, Ohio

BINDERS

To make the files of the Printers' Ink Publications more accessible we sell binders at cost. The Weekly is \$1.25, postpaid, and the Monthly \$2.00, postpaid. These binders are an attractive addition to any desk or library.

Printers' Ink Publications
185 Madison Ave. New York

how modern, for they weave themselves, without our knowledge, into our daily speech. Shakespeare? No. Ye copy writers who seek salty idiom, get down your Rabelais.

You'll find him helpful. And then, of course, perhaps you'll re-read him for other reasons.

* * *

The Schoolmaster knows a university sophomore who is some day going to make a good advertising man.

Not that he wouldn't make an equally good doctor or accountant or banker, for he would, the secret being that he has those two perfectly priceless ingredients, ingenuity, coupled with initiative.

Like many another college sophomore, he found himself just a little hard up this fall. His summer income hadn't been all he had expected.

The previous summer his brother had been a cab driver. As such, one of his constant complaints had to do with the difficulty one encounters in trying to locate house numbers at night. Only by getting out of the car and making frequent scouting expeditions can a person meet with much success in this endeavor.

Something made our sophomore recall this discouraging side of cab driving. Something else—and this is that elusive thing we call ingenuity—brought him to the simple conclusion that, in this motorized age, the logical place for house numbers is not on houses at all, but on the street curb in front of houses.

His plan was to approach householders and suggest that, for a small consideration, they allow him to improve the "accessibility" of their homes by painting a conspicuous white spot on the curb immediately in front of the structure, on which would be placed in equally conspicuous black stenciling the street number.

That was his idea. But, like other smart merchandisers, he was aware that an idea as such is nothing unless it is developed in exactly the proper market. He himself is in one of the great metropolitan centers, and there he knew it would be difficult to get the proper municipal

authorization for him to go ahead with his project. So instead of trying to crash this highly complex field of red-tape, he went straight to his smaller, average-sized college town where people and municipal governments are easier to get at.

The city fathers said, "Go ahead; solicit your head off. It sounds like a good idea and won't cost us anything." Inside of two days he had as many orders for painting house numbers on street curbs as he could possibly fill. In fact, the thing became practically a community project, with whole blocks banding together to make their areas 100 per cent curb-eloquent. Curbstones began to take on the appearance of exalted yardsticks, charting not inches or rods, but people's homes.

In fact, there has been some talk of the city government taking over this idea (with proper compensation, let it be hoped, to the originator) to be administered by them as a small but certainly tangible form of civic improvement.

The Schoolmaster, in his official capacity as connoisseur of business

ideas, be they little or big, does hereby award an A+ to the boy behind the idea.

* * *

In his speech before the Associated Grocery Manufacturers Association at their recent Atlantic City convention, Dr. Frank M. Surface, assistant director, Bureau of Foreign and Domestic Commerce, U. S. Department of Commerce, punctured a favorite illusion of the vast majority of the American people.

"The Louisville Survey," said Dr. Surface, "has caused some little doubt in the minds of some of us with regard to whether the cash-and-carry system is really cheaper than the old method of order-and-delivery. Our observation in some of the stores in Louisville showed that they were doing a large portion of their business by telephone orders and delivery, indicating that they were handling it considerably cheaper than the average cash-and-carry store.

"For example in one of these stores which was doing about \$25,000 a year in meats, the entire meat

Want to Expand with Us?

Twelve years ago we decided to specialize in the designing and producing of Direct Mail for the retail store. We studied the retailer's business, his needs, his requirements. We designed booklets, folders, etc.—a little different from those of the other fellow. We stuck to our last. We worked hard at it—and earned for ourselves national recognition. Among our customers are many of the important stores from New York to Denver. Our organization is skilled and complete. We are soundly financed and do not require additional capital.

* * *

Now we want to expand. We want to do direct mail and kindred publicity for firms in other lines, too. If you are a direct mail firm, or agency, with an established following in one or more lines, you might be interested in joining forces with us. Or if you are a contact or agency man with an established following, you might find that the type of work we do, plus our reputation, might offer you a larger immediate income and a brighter future than your present connection.

Address "Z," Box 78, PRINTERS' INK

MANUFACTURING EXECUTIVE

- who planned trade paper advertising campaign which helped increase number of dealers by 9%.
- who developed and sold to one customer an article which totaled \$425,000 sales in 3 years.
- who financed from current operations, sales expansion from \$350,000 to \$950,000 in 3 years.
- who installed new production control system which released \$85,000 from \$350,000 inventory, maintained adequate stocks and improved deliveries.
- who developed office methods and personnel for new company whose sales were \$1,000,000 in 6 years.

wants connection with medium-sized manufacturer in management capacity. University graduate, age 35, married, primarily interested in opportunity for progress based on results.

Address "U," Box 72, Printers' Ink
231 S. La Salle St., Chicago, Ill.

COPY WRITER LAYOUT MAN

wants job . . .

I'm nearly 26 years old—old enough to be conservative, yet young enough to have the vim needed. I've had nearly 6 years' experience. Two years in the advertising dept. of a newspaper, writing and selling, and four in advertising agency work. I'm a versatile copy writer with a native talent for lay-out. For the past two years I have specialized in this direction. I have some excellent references, as well as samples of my work. I'll go almost anywhere at once. Salary \$50 to \$75 per week. Write me for proof of the pudding!

Address "X,"
Box 76, care
of P. I.

CLASSIFIED ADVERTISERS! MAIL ORDER ADVERTISERS!

AGENTS-SALESMEN ADVERTISERS!

Send for FREE copy of our NEW 1930 "Advertiser Rate and Data Guide." 42 page directory contains lowest display and classified rates and circulation of best producing magazines and newspapers. Valuable combinations. Other facts. Write today for your copy.

E. H. Brown Advertising Agency
Dept. K, 140 S. Dearborn St., Chicago, Ill.

Display Advertising

Man with proven plan to effect saving of 15% on production of lithographic display material seeks connection with advertiser or agency spending \$25,000.00 or more on this medium annually. Address "T," Box 71, Printers' Ink.

business was run by one man and a part-time boy to help him clean up. His orders were brought in on the telephone in the morning and he cut them up at his leisure during the day and then they were delivered. If you will go into any cash-and-carry store doing a \$25,000 meat business I venture to say you will find at least two men, if not three, behind the meat counter."

Dr. Surface then proceeded to show how it is frequently more economical for an order clerk to fill delivery slips than for a floor clerk to sell items direct to consumers.

In another part of his speech he showed the high cost of small unit sales. For instance in the average store it costs the store owner about 2 cents in clerk hire for each order filled by the clerk. If these are small orders, as they often tend to be in the cash-and-carry store, the percentage of sales cost is high.

The Schoolmaster finds these figures extremely interesting. Being somewhat of an iconoclast he has been greatly amused during the last few years to see some of the favorite arguments for the chain system wilting under the light of analysis. If the cash-and-carry argument is to go the way of others that were once equally famous the chains will lose another prop and the inefficient retailer will forfeit another of his best excuses for inefficiency.

H. M. Stephens Heads Oak- land Motor Western Sales

H. M. Stephens has been appointed Western sales manager of the Oakland Motor Car Company, Pontiac, Mich., succeeding H. E. Mahaffey, resigned. Mr. Stephens has recently been on the General Motors sales staff and formerly was general sales manager of the Cadillac Motor Car Company, Detroit.

Joins Dyer-Enzinger Agency

Leonora L. Booth has joined the art staff of the Milwaukee office of the Dyer-Enzinger Company, Inc., advertising agency.

Montgomery Ward Appoints William Ogle

William Ogle has been appointed advertising manager of the Spokane store of Montgomery Ward & Company.

Van Schmus, McDermid & Crawford, New Business

Van Schmus, McDermid & Crawford is the name of a new industrial management service which has been started at New York, with offices in the Lincoln Building. Members of the new service include W. G. Van Schmus, for many years with the George L. Dyer Company and, subsequently, vice-president of the Dyer-Enzinger Company, Inc.; W. A. McDermid, at one time with Life Savers, Inc., and before that with The Mennen Company, and Lindsay H. Crawford, formerly in charge of merchandising work for the W. T. Grant Company.

Associated with the new business also will be Maurice Holland, C. H. Cummings, G. T. Ames and William J. Tighe.

C. F. Messinger Advanced by Chain Belt Company

Clifford F. Messinger, vice-president and sales manager of the Chain Belt Company, Milwaukee, manufacturer of industrial equipment, has been appointed general manager of the company. Hibbard S. Greene, for the last year assistant to the president of the Chain Belt company, succeeds Mr. Messinger as sales manager.

Brinton Welser, secretary, has been elected vice-president and a director. A. R. Abelt was named secretary and will continue in charge of chain sales. W. H. Brandt, formerly assistant secretary, has been made assistant to the president.

J. Walter Thompson Opens St. Louis Office

Seymour Soule has been appointed manager of a new office which has been opened by the J. Walter Thompson Company at St. Louis in the Arcade Building. Mr. Soule, who has been with the Chicago office of the J. Walter Thompson Company, was previously general advertising manager of Montgomery Ward & Company and before that was with Wadsworth-Howland & Company, Inc., Boston.

Candy Account with Pittsburgh Agency

The Eatmore Chocolate Company, Pittsburgh, manufacturer of Eatmore Chocolate Stars and Chocolate Billets, has appointed the Alvin Advertising Agency, of that city, to direct its advertising account. Newspapers and direct mail will be used.

Opportunity for Agency or Contact Executive

to make investment of \$5,000 in unique project that should prove highly remunerative in two respects. Inquiry may be made direct or through attorney with assurance that confidence will be respected.

Address "W," Box 74
Printers' Ink

"You Are The Best

writer I've ever met—and I've met plenty," said a copy chief, last week. Others agree with him. Men whose names count in advertising have commended this writer's work. There must be merit in it.

Two years' advertising experience plus some agency work have given the writer a copy sense. A college graduate, a hard, ambitious worker, he combines facility with his ability. A copy man, not a contact man, his real work lies ahead, perhaps with you in New York City.

Address "V," Box 73, Printers' Ink

MAKE FAME FOR YOUR NAME THRO' YOUR WINDOW PANE!

"Most original windows I have ever seen!" "Big Business is out scouting for just such ideas as yours—for *Big Business*'s sake, LET THEM KNOW YOUR ADDRESS." So here I be—and my name's—

"FAMOUS WINDOWS," Box 75, P. I.

Occupied but Dissatisfied

Six years of newspaper experience, both editorial and advertising. Has covered steamship, automotive and textile fields. Looking for more opportunity than present position holds. Twenty-nine years old. Married. Address "Y," Box 77, Printers' Ink.

TORONTO HAMILTON HALIFAX MONTREAL LONDON, Eng.	GIBBONS KNOWS CANADA		WINNIPEG REGINA CALGARY EDMONTON VICTORIA VANCOUVER
J. J. GIBBONS Limited CANADIAN ADVERTISING AGENTS			

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

OBTAI MAIL ORDERS, CANVASSERS
thru newspaper (classified want ads) and magazine advertising.

MARTIN ADVERTISING AGENCY
276P West 43rd St., New York, Est. 1923

Attention, Publishers—Can handle Chicago territory satisfactorily for some industrial magazine. Presently connected with publishing house which does not require my full time. Can handle only one more high-class paper, as am not a publishers' representative. This would be a highly profitable arrangement for some Eastern publisher. Have Chicago office and staff. Straight commission or salary. Will go into Ohio if necessary. Give full particulars. Box 871, Printers' Ink.

ONE OR TWO THOUGHTS FOR THE

ONE- OR TWO-MAN AGENCY

If you've found the sledding hard, yet your accounts are too promising to give up, we can offer you a way to reduce your overhead and still retain control of your accounts. As we are planning to expand, we'd like to share our expansion with a few other live wires. Box 853, P. I.

EMPLOYMENT SERVICES

● **How To Better Yourself** ●
Confidentially consult Walter A. Lowen, formerly with "C & H" and other 4A's. Attractive opportunities listed daily for experienced agency personnel. Register Free, 9-2 P.M. Vocational Bureau, Inc., 105 W. 40th St., N. Y. C. PENna. 5389.

General Managers, Sales Managers, Advertising Managers, Comptrollers, Treasurers, other important men have for twelve (12) years engaged us to negotiate new connections. **INDIVIDUAL CONFIDENTIAL**. Not an employment agency. Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

Specializing in Advertising Personnel
Executives, craftsmen, juniors, secretaries, clerical. Individual attention to all placements by Elizabeth Muncy for 10 years in charge of employment bureau for AAAA.

Muncy Placement Service

Caledonia 2611
280 Madison Avenue, New York City

HELP WANTED

Advertising Solicitor—attractive young woman immediate opening with class magazine. Must be under 30 and have space selling experience. Salary. Box P952, Suite 200 Times Building.

PHOTO-ENGRAVING SALESMEN

Are you satisfied in your present connection? One of the oldest plants in the city, doing a quality job, has an opening for a man who knows what it is all about and who has business. Box 850, P. I.

REPRESENTATIVE for forty-eight official Clubwomen's Magazines for the Pacific Coast, Western, Southern, and New England territories. Total circulation over one million. Can be sold singly or as a group. Straight commission only. Box 854, Printers' Ink.

ADVERTISING MANAGER—Desire a man experienced in advertising of oils and greases and belting for the manufacturing industries. Preferably one with technical or engineering foundation, and one who can co-operate with sales department in visualizing the outlets of various products and create advertising of a pulling nature to increase sales. State Salary, experience. Box 861, P. I.

SALES REPRESENTATIVE

Over twenty-five years old, for direct mail firm in the East.

This position will interest an aggressive, advertising-minded man who will be able to interview and advise executives on their direct mail problems.

Write us a letter telling your whole story. Box 872, Printers' Ink.

CONTACT MAN

Small-recognized agency, nine hours from New York, wants a man with ability and personality to secure profitable and worth while accounts; able to express himself in copy that is interesting; capable of conceiving sound ideas; thoroughly experienced in all agency activities; and young enough to fit into an organization of eight progressive, young people. Send ALL information in your first letter with proofs to prove it; a photograph will help. The right man will find a real opportunity here; his progress will be measured by his ability to produce; later he may have an opportunity to become a principal. Box 851, Printers' Ink.

Side Line Salesman wanted for largest Commercial Calendar house in industry. 20 to 30 per cent commission—no accounts to collect. Write Joliet Calendar Company, Joliet, Ill.

POSITIONS WANTED

New England Adv. Solicitor and Salesman, 13 years in territory on trade publications, specialty and display adv., seeks connection with reputable publisher or specialty house. Box 867, P. I.

YOUNG LADY, thorough agency, publication experience, including department store copy, desires permanent connection with future, either secretarial or general capacity. Literary inclinations. Box 862, P. I.

ARTIST-DIRECTOR

Available Nov. 1st to some New York agency. Strong creative sense, original layouts and finished drawings of highest quality. Box 857, Printers' Ink.

VISUALIZER—ART DIRECTOR

Also knows photography; originated layouts, illustration ideas, type set-up many well-known big national campaigns; New York man; go anywhere. Box 865, P. I.

TYPOGRAPHICAL LAYOUT MAN

Successful background of experience Box 855, Printers' Ink.

Advertising Man (Assistant Sales-Advertising Manager)—copy, layout, production. Experienced design, merchandising, advertising and sale nationally advertised product. Practical knowledge art, type, engravings. Creative, a worker. Box 858, P. I.

Match This Background for a 23-Year-Old! Printers' devil at 14; printer at 17; copy writer at 19; advertising manager at 21; account executive for direct-mail outfit at 22 . . . he's ripe for any sweat-producing copy job anywhere! Box 864, P. I.

Advertising Salesman with experience in national and local field. Have proven ability with record with New York's leading paper as well as being advertising manager of out of town newspaper. Can furnish best of references. Married with family. Box 856, Printers' Ink.

Splendid Advertising Background, possessing unusual business acumen, expert stenographer. Knowledge layouts, make-up and production. Young woman seeks responsible position assisting advertising executive. College education. New York only. Box 870, Printers' Ink.

9 YEARS' ALL-AROUND EXPERIENCE Real merchandising ideas in this single man, 28, based on active executive work at newspaper, agency, manufacturer. Extensive training copy, layout, production, house-organ, etc. Successful direct-mail selling record. Box 863, Printers' Ink.

SUCCESSFUL—36 YEAR OLD—EXECUTIVE AVAILABLE

Experienced in organization, management, promotion and individual selling through public utilities, dealers, department stores, direct to consumer. Capable of putting leadership, resourcefulness and unrelenting energy into any worth while industry. Box 869, Printers' Ink.

COPY WRITER who is splendid layout man; national, mail order, direct mail outstanding experience with largest accounts; accustomed to handle difficult problems without supervision; New Yorker; go anywhere. Box 866, P. I.

"PURCHASING AGENT": With executive ability, desires connection with firm or corporation requiring a man of ten years' experience in buying printing, stationery, equipment, and supplies. Excellent knowledge of printing, paper, office supplies, prices, etc., extensive experiences of the highest. Box 860, P. I.

Where is the printer

who will sponsor a strikingly different sales plan? Must be equipped for big jobs but not too big to want small jobs. Advertiser has experience, background, contacts and ideas that mean business for plant producing good work at moderate cost. Retainer, commission basis considered. Box 859, Printers' Ink.

SALES MANAGER

Presently directing three hundred salesmen. Only reason for wanting change is for advancement. Have worked ten years with national concern, five years as sales manager. Specialty selling. Personal interview desired. Age 33. Box 852, Printers' Ink.

NOT FULL-FLEDGED

in any phase of advertising, but with some experience in every step of small agency procedure. This young man, 25 years of age, would make good material for some well-established agency or manufacturer. Now employed in New York City agency doing all-around work, also handling two magazines from dummy to final mailing. Box 868, Printers' Ink.

RADIO WRITER

Of outstanding reputation in broadcasting and newspaper fields seeks connection with agency or program corporation. Not a mere hack continuity writer; but one who has a first-hand knowledge of public taste and the vision and imagination to create novel air entertainment. Knows every phase of the game from the germination of the first idea to the handling of the publicity. A first-class man for a first-class organization. Box 849, Printers' Ink.

CAUTION!

Applicants for positions advertised in PRINTERS' INK are urged to use the utmost care in wrapping and fastening any samples of work addressed to us for forwarding. We are frequently in receipt of large packages, burst open, in a condition that undoubtedly occasions the loss of valuable pieces of printed matter, copy, drawings, etc. Advertisers receiving quantities of samples from numerous applicants, are also urged to exercise every possible care in handling and returning promptly all samples entrusted to them.

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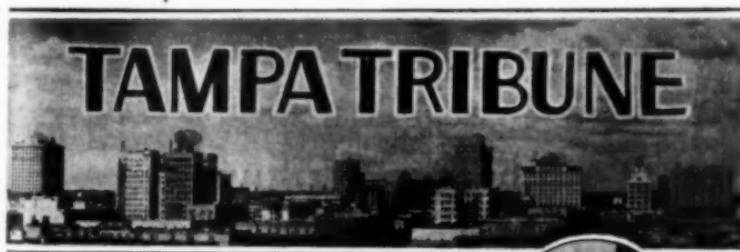
the use

more millions for florida

FLORIDA grapefruit now becomes available all over the world at every season of the year. Canning plants are in production in Tampa and in the Tampa trade area and millions of cans of ripe Florida grapefruit will soon be on their way to market.

This is a new industry in Florida—centered in the Tampa trade area. Canning plants are employing hundreds of workers, contracting for entire grove outputs at attractive prices to the grower—adding substantially to the healthy tone of Florida's condition.

The Tampa Tribune is effectively and completely covering this up-and-going market with a circulation nearly twice as large as that of any other newspaper in Southwest Florida.

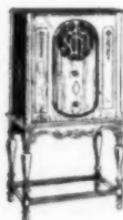


S. E. THOMASON, Publisher
TAMPA, FLORIDA

The Beckwith Special Agency, National Representatives:
New York, Philadelphia, Detroit, St. Louis,
Kansas City, Atlanta and San Francisco.

The Sawyer-Ferguson Company
Chicago Representatives





RADIO SET MANUFACTURERS

place more advertising in the Chicago Tribune than in any other Chicago newspaper.

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

Total Average Circulation,
September, 1930, 838,411
Daily; 1,049,744 Sunday